HISTORY
1945 *to* 1960

by

ROBERT C. HOPKINS

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The Cardigan Mountain School

HISTORY

1945 *to* 1960

by

ROBERT C. HOPKINS

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by the Corporation and
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CARDIGAN MOUNTAIN SCHOOL
CANAAN, NEW HAMPSHIRE

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DEDICATED

TO THE

BOYS

OF

CARDIGAN MOUNTAIN SCHOOL

OF THE

PAST, PRESENT, AND FUTURE

AND TO THEIR

TEACHERS

Cardigan Mountain School on Canaan Street

Introduction

UNDER DATE of 7 January 1958 I received a letter from Roland W. Burbank, Headmaster of Cardigan Mountain School which was much less formal than this bare statement of fact would indicate. The salutation was "Dear Bob" and the signature was "Ro". Having been a salesman most of my life I failed to recognize his letter as more than a very cordial, courteous, appreciation for my tax exemption gift to the School. It was nice I believed, and still do, for him to acknowledge my modest gift when $500 to $10,000 gifts were cluttering up his desk.

There was a bit about the progress of the new scholastic center, Hopkins Hall, in which I have a vicarious interest. By then I was relaxed and casually read on:

> "I wonder", wrote "Ro", "if I could persuade you to take on what I think is a very necessary and valuable chore? We need a history of the school to date. I have in mind, at the moment, having a wealth of historical detail available. . . .
>
> ". . . would you be willing and able to undertake such a task?"

The last letter I had received from a Headmaster was one I now wish I had saved, for in 1908 he had urged me to consider adding Greek the next year to the schedule of studies I was already laboring under. My first reactions to these Headmasters' letters were similar and best described as a feeling of hollowness in the stomach. I wanted in both cases to be cooperative for somewhat different reasons. Without going into detail as to what these reasons were for my disinclination to go through life with the admitted advantage of Greek comprehension, I felt strangely lured toward answering "Ro" Burbank's letter affirmatively. This I did; and for better or worse the historical story of the Cardigan Mountain School is available in the following pages.

A list of living members of the "Cardigan Family", their present status, their locale, and the informal names to which they respond:

William R. Brewster "Bill"	*Owner and Director of Birch Rock Camp for Boys, East Waterford, Maine*
Roland W. Burbank "Ro"	*Headmaster of Cardigan Mountain School, Canaan, New Hampshire*
Charles E. Cotting "Charlie"	*Chairman of the Board, Lee Higginson Corp., Boston, Mass.*
Ralph E. Flanders "Senator"	*Former United States Senator, Springfield, Vermont*
Edward S. French "Ned"	*President, Jones and Lamson Machine Co., Springfield, Vt. & Boston, Mass.*
Sidney C. Hayward "Sid"	*Secretary — Dartmouth College, Hanover, New Hampshire*
Dr. Crawford H. Hinman "Doc" or Crawford	*Practicing Obstetrician, Boston, Mass.*
Harold P. Hinman "Hap"	*President — Cardigan Mountain School, Canaan, New Hampshire*
John H. Hinman "John"	*Chairman of the Board — International Paper Co., New York City*
Harvey P. Hood "Harvey"	*President — H. P. Hood & Sons, Boston, Mass.*
Ernest Martin Hopkins "Hop"	*Chairman of Board, Nat'l Life Ins. Co. of Vermont, President-Emeritus, Dartmouth College, Hanover, New Hampshire*
Robert C. Hopkins "Bob"	*Retired — The New Yorker Magazine, N. Y. C. 25 years, Darien, Connecticut*
John B. Kenerson "Johnny"	*Ginn and Company, Boston, Mass.*
Frank M. Morgan "Frank"	*Former President of Clark School — Retired, Hanover, New Hampshire*
Jerald B. Newton "Jerry"	*Owner & Director of Camp Pinnacle for Boys, Lyme, New Hampshire*
Charles A. Proctor "Charles"	*Professor-Emeritus of Physics, Dartmouth College, Hanover, New Hampshire*

Justin Smith	*Administrator, Hitchcock Clinic, Hanover, N. H.*
Robert W. Stoddard "Bob"	*President, Wyman-Gordon Company, Worcester, Mass.*
Frank J. Sulloway "Frank"	*Senior Partner, law firm of Sulloway, Hollis, Godfrey, & Soden, Concord, N. H.*
Sinclair Weeks	*Recently resigned from active service to his Country as Secretary of Commerce, 1953–1959, Lancaster, N. H.*
J. Walker Wiggin "Walker"	*Senior Partner, law firm of Wiggin, Nourie, Sundeen, Nassikas & Pingree, Manchester, N. H.*

Philip Ray Allen "Phil" (Resigned)	*President, New England Conservatory of Music, Boston, Mass.*
Donald D. Durrell "Don" (Resigned)	*Professor of Education, Boston University, Boston, Mass.*
John E. Foster "John" (Resigned)	*Industrial Engineer, Montclair, N. J. and New York City*
Jens Frederick Larson "Fred" (Resigned)	*Architect, Winston-Salem, North Carolina*
Edward K. Robinson "Robby" (Resigned)	*Treasurer, Ginn & Company, Boston, Mass.*
Harold Walter Stoke "Doctor" (Resigned)	*President of Queens College, Flushing, New York*
James F. Woods "Jim" (Resigned)	*Portland, Maine*

Deceased "Members" and Friends of Cardigan
who live in the following pages

Hamilton Wallace Baker	*Boston, Mass.*
Col. Charles W. Tenney	*Springfield, Mass.*
James C. Campbell	*Pawtucket, R. I.*
Richard C. Cullen	*New York, N. Y.*
D. Samuel Gottesman	*New York, N. Y.*
Arthur A. Williams	*Holliston, Mass.*

THE FIRST FIFTEEN YEARS

The Year 1944

It is not an uncommon experience in this great Nation of ours that very real achievement develops from what, at the time at least, seems an inconsequential suggestion. The story which is to follow is that of the Cardigan Mountain School with modern fireproof buildings housing over a hundred students, with a Headmaster and faculty second to none in the pre-preparatory school field. Fifteen years ago this present achievement which is still growing started from an idea and a deficit. "A deficit" as defined by a former Finance Minister * of West Germany, "is the amount that you have less than you had at the time when you had nothing". No better definition could be given of the monetary situation which existed when the Cardigan School, later changed in name to the Cardigan Mountain School, was founded. But we are getting ahead of our story, for much was to be thought over, prayed over and accomplished between the triggering suggestion of one man to the imagination and years of secret hoping of another.

William R. Brewster, Headmaster of Kimball Union Academy at Meriden, New Hampshire, was calling at the home of Mr. and Mrs. Preston T. Miller at Canaan, New Hampshire on the evening of December 2, '44. "Bill" Brewster had never been on Canaan Street before but even though darkness was closing in he was impressed with the wide and straight sweep of Canaan Street lined with its great maple trees. Bill, who had travelled over most of the United States in his capacity as a Headmaster of renown and the beloved head of Birch Rock Camp in Maine, always had an eye out for unusual locations for new schools, the need for which he envisioned even a decade before the missile age dramatized such need. To the Millers he exclaimed "What a wonderful place for a boys' school". He placed no particular importance to this comment inasmuch as his reason for making this call was to console the bereaved Millers for the loss of a second son to die in the service of their country. The Preston Millers were friends of Harold P. Hinman and his wife Marion. For some

* Fritz Schaeffer

unaccountable reason, the Millers passed on to "Hap" Hinman the comment Bill Brewster had made. This review of the Brewster-Miller conversation did more than stick in Hap Hinman's mind; it exploded there and set up a chain reaction which is the theme of the Cardigan Mountain School's historical story.

Hap Hinman had been a resident of Canaan Street for several years. Canaan, New Hampshire had been the home town of his wife, Marion. After their marriage they had made their home in Barre, Vermont, where Hap had risen to a high position in the granite business, the quarries of which were located there. They had two children; a daughter and a son, and as is natural with fathers, Mr. Hinman had great dreams for his growing boy's future. When the boy died at 16 years of age in 1931, the tragedy left a void in these loving parents' lives which could not be filled.

He became more interested than ever in observing the development of boys to responsible manhood and the methods which different organizations used to this end. In his travels he took his son along in the later 1920's not only for companionship, but for whatever educational value there might be for the boy in seeing different parts of the country. During this period there developed in Hap's mind a thankfulness for the privileges which he knew his son enjoyed and would increasingly so, as the years progressed, but also he felt the strong urge to contribute in some way to bettering the lot of less privileged boys. There arose almost unconsciously an increasing interest in this field which detracted somewhat from his enthusiasm for the granite business. He dreamed of the possibilities inherent in school work. He wondered if he possessed the qualifications for becoming the Principal of a High School. But his first duty was earning a living which would provide adequately for his growing family and he was pretty sure of his future in his business. Even so he liked to leave it when he could and talk with those in school work. He was interested in the growth of summer camps over the country, but chiefly in New England. Hap was a Charter Member and President of the Barre, Vt. Rotary Club and took its good works seriously. During the year in which this history is being written, 1959, he was called back to Barre, where he was given a very real

tribute by Rotarians there for the years he had spent strengthening their organization, and for his continuing loyalty to Rotary in Hanover, N. H. where he also served these later years.

Hap had met Bill Brewster in the late 1930's at a Rotary meeting in Lebanon, New Hampshire. Brewster had already earned recognition as a promising educator by his success as head of the Day School in Newton, Massachusetts. This recognition was greatly enhanced after he took over an old New England preparatory school which had declined to an almost worthless plant, a vanishing faculty and a school enrollment of six students. As Brewster modestly put it: "There was only one way the school could go . . . it had just narrowly escaped oblivion." It was a Herculian task which Brewster took over. The monument to his success now stands for all to see in Meriden, New Hampshire where Brewster's former able Assistant Headmaster, Frederick Carver, now directs Kimball Union Academy, a flourishing and well recognized preparatory school. Hap Hinman had come to learn more of the genius of William R. Brewster through his brother John Hinman whose sons had attended Brewster's Birch Rock Summer Camp, and one had later gone to KUA to prepare for Dartmouth. Hap had reason to be impressed with the acumen of his brother John who was about to become President of the International Paper Company.

It is not too difficult now to recognize the logical sequence of events which took place after Brewster's spontaneous exclamation over the beauty of Canaan Street as a location for a boys' school. In Hap Hinman's mind, which over the years had stored away thoughts of a boys' school, the urge became paramount to call Brewster and ask what significance might be attached to his comment. Probably no one could have been more surprised than Bill Brewster to receive this phone inquiry from Hinman. "No," said Brewster, "I am not interested in starting a new school. I have troubles enough right here at KUA". "Look," said Hap, "Come right over here (to Canaan) this morning. I want to show you a *real* location for a school; you haven't seen anything yet." Still protesting that no particular significance should be attached to his conversation with the Millers, Bill Brewster agreed, nevertheless, to drive over again to Canaan.

The "location" which Hap showed Brewster was known as the Haffenreffer Estate. This consists of approximately 140 acres of land very much in the shape of a triangle with its blunt point jutting out into Canaan Street Lake, a beautiful body of water fed by springs and edged by woodland. The unique feature of this crystal clear body of water is its elevation of two hundred feet above the main traffic artery of Canaan. From the even higher elevation of the property itself one sees a sweeping panorama overlooking valleys, foothills, and in the distance, soft colored mountains beyond. No wonder Bill Brewster was incredulous lest his eyes were deceiving him. He had travelled and observed much of the U.S.A., yet, since becoming interested in boys' camps and schools never had he seen a location so perfect, and right there in his own front yard. When he could speak, he asked who owned this property with the sturdy mansion standing like a sentinel.

The Haffenreffer Estate had been given to Dartmouth College through the beneficence of Theodore Haffenreffer at the request of Harold P. Hinman. Hap, who had graduated from Dartmouth in 1910, had had an increasing interest in Dartmouth affairs. He had been his Class Secretary for 25 years and signally honored by being elected President of the Alumni Council for two terms. Through this intimate connection with the college administration, and even more through his progressive admiration for Ernest Martin Hopkins who had been inaugurated President of Dartmouth in 1916, Hap had come more and more to seek advice and counsel from President Hopkins. Hap had reviewed his efforts to obtain the Haffenreffer Estate for the college and found a receptive ear from the President. In May, 1939, Hopkins made a trip over to Canaan to explore the possibilities of the college using this property. With the increasing growth of Dartmouth, additional acreage became of more importance. Even though the Haffenreffer Estate was twenty-two miles from Hanover this presented no great handicap to Hopkins who had no inhibitions about accepting free equities with no strings attached. Moreover, he felt the Graduate School of Engineering, better known as the Thayer School, could make good use of this property for its field work. This idea gained fruition and for some summers classes from the Thayer School made the

Corporation and Trustee Members, Canaan, N. H., October 12th, 1946

Seated, left to right: Edw. K. Robinson, Arthur A. Williams, Philip Ray Allen, E. M. Kopkins, John H. Hinman, Harvey P. Hood, Harold W. Stoke. Standing, left to right: Robt. L. McMillan, Business Mgr., Richard Sawyer, John B. Kenerson, Wm. R. Brewster, non-resident Headmaster, Harold P. Hinman, President, Sidney C. Hayward, R. C. Hopkins, William Everts*.*

** Asst. Headmasters.*

One of first classes held in corner of original dining room

Mansion their headquarters while surveyors roamed the countryside. Thus the Mansion with recitation rooms and blackboards installed, more and more assumed an educational atmosphere. This aroused Hinman's imagination.

Almost from the moment Hap had leaped at Bill Brewster's rather off-hand comment he had thought of nothing else than getting hold of the Haffenreffer property. But before he made his move to this end he leaned more heavily than Brewster realized on the assurance that this idea of a new school had merit. In the words of Brewster himself: "Hap, in his ever persistent way, called me at least once a day for several days and would ask 'Are you still hot on that subject?' (of a new school). My answer was always an innocent, 'Oh, sure'." Then the bomb exploded . . . Hap called to say he had talked with none other than Ernest Martin Hopkins ". . . who saw no impropriety in approaching Halsey Edgerton, then Treasurer of Dartmouth College, as to the purchase of the Haffenreffer Estate for the site of a new school."

In Bill Brewster's interesting letter to the author covering this particular era in the school's history Bill writes that he hustled over to Hanover "the next day (April 1st, 1945)" to join with Hap in negotiating what turned out to be a favorable plan for obtaining the Estate. One of the known stipulations was that the then named Cardigan School would make a down payment of $1,000, along with a demand note and a mortgage for $16,000. Brewster and Hinman left Edgerton's office and were walking down Main Street when Hap suddenly turned to Bill and said: "We ought to have a bank account!" Brewster agreed, so they went into the Dartmouth National Bank and each deposited $100. This was the beginning of Hap Hinman's genius in guiding the school from indebtedness to greater indebtedness to prosperity.

A few details having to do with the final deeding of the property from the college to the school exemplify down to earth Yankee trading. First of all it took Hap Hinman and Bill Brewster from April 1st to December 21st to raise the first $1,000 — as initial payment on the $16,000 — mortgage. Halsey Edgerton as Treasurer of Dartmouth was a renowned watchdog of the college's finances as Hap and Bill well knew. They were therefore impressed all the more over Edgerton's

cooperation and fairness in waiting until December 21st to close this deal. They weren't quite prepared, however, on that date to have Edgerton tell them the price of the mortgage deed was raised to $17,104. He pointed out that the school had taken over the property as of April 1st; that there was an accumulation of interest and pro-rated taxes in the interim. The first shock to Hap and Bill was a bit staggering but they both knew the original deal was a good one and that they were getting extremely valuable property. The papers were signed, the $1,000 were handed over to Dartmouth College. As Bill Brewster later could facetiously comment: "We had no more idea where we could raise $16,000 than $17,104 so why quibble!"

The Year

1945 through August 1946

Mrs. E. M. Hopkins in those late winter and early spring days of 1945 used to facetiously say that unless she saw Hap Hinman sitting in the living room in Hanover she would fear lest his car had broken down between Canaan and the Hopkins homestead. But as everyone knew, Hopkins was retiring from the Presidency of Dartmouth and she was delighted that all this concentration on a new school was going on. It was no secret that Hopkins was giving much time and thought to this new school. What kind of school should be planned for? President Hopkins, who had served for years on the Board of Trustees at Andover and as President of Dartmouth, was well briefed on the secondary school situation all over the country and urged that a pre-preparatory school be founded. The reasons for such a school are so well stated in a letter he sent to Mr. "Phil" Allen a few years later that the author will here urge the indulgence of the reader until, in the sequence of events, this letter shows up in its rightful place in this historical story. Mr. Allen who was later a member of the Corporation of the Cardigan Mountain School had asked why any normal home would send boys of so tender an age as to qualify for grades six through nine, away from parental care. We dwell on this point as illustrative of the thoughtful planning which had to be done before even the organization of the new school was considered. The success of this school goes back to the sound reasoning which preceded its every foward step. The amount of time spent on planning and organizing by Hap Hinman long before the first pupil arrived was nothing short of prodigious. He has often said, however, that his reward was the pleasure derived from working with men he considered great, among whom none surpassed Ernest Martin Hopkins.

The first meeting of the Incorporators was held at the Dartmouth Club in New York City, May 10th, 1945. "At that time, the group gathered to discuss preliminary plans and sign waiver of notice for the first formal meeting to be held at the Cardigan School June 9th, 1945. Those present at that meet-

ing were Messrs.* Harold P. Hinman, Robert C. Hopkins, James F. Woods, James C. Campbell, John B. Kenerson, William R. Brewster, John E. Foster, and Sidney C. Hayward. Subsequently a second meeting on June 9th, '45 was held on Canaan Street, Canaan, New Hampshire as planned and formal action was taken to establish the school and adopt its Charter and Articles of Incorporation."

Sid Hayward, who was later elected Secretary of the Trustees and who for years had been Secretary of Dartmouth College, points up more of the "tremendously important planning which had gone on before the first plan of organization was followed in respect to establishing a working Board of Trustees, seven in number, and a very valuable second group that formed the membership of the Cardigan Mountain School Corporation which was to elect the Trustees (annually) and to meet twice a year to consider top policies."

President Hinman (who was elected by the original Incorporators as listed above) set his sights on recruiting membership in the Corporation of nationally known men. In this important matter, he was greatly aided by President Emeritus Hopkins of Dartmouth, who constantly emphasized compatibility among members of the Corporation, as well as very outstanding abilities and achievements. The result has been extraordinarily happy and fruitful. The Trustees are in their own right prominent and respected persons in the fields of education and business. They have worked with such respect for the Corporation as to make wholly productive and congenial the relationships between the two groups. Discussions in the Board of Trustees have led to reports to the Corporation on matters of most important policy where full understanding and decisions by both groups are important. Results have been achieved in a highly cooperative and friendly spirit.

When the original group of selected members of the Corporation first met that early day of May, 1945 in New York City it could have been as much a comedy as the serious conclave which those in attendance wanted it to be. Here were eight men gathered together who weren't too sure why they had been selected with the exception of one or two. Certainly the procedure of starting a new school was foreign to the

*Names listed in order shown in minutes of that first meeting.

thoughts of most of these men. We little knew back in 1945 how important an adventure we were embarking on. We were, however, given some leeway to collect our thoughts by getting acquainted with each other and learning how legal the founding of a new school must be. The most important step we took was to "waive notice of a meeting of the Incorporators of Cardigan School to be held at Canaan Street Lodge at 8 P.M. on June 9, 1945 . . . to adopt by-laws . . . to effect an organization, and to take any other action that may lawfully be taken at an Incorporators' meeting."

The volume including the minutes of Cardigan Mountain School meetings will assure the legally minded that we were peculiarly blessed to have at that time the advice and counsel of Jonathan Piper of Concord, New Hampshire, a highly respected friend of Bill Brewster. Piper had won a most important legal decision for Exeter Academy vs the State of New Hampshire on the matter of taxation. Through his expert guidance we as laymen did upon motion duly made and seconded, unanimously vote:

> "To organise a corporation in accordance with the provisions of the foregoing Articles of Agreement of Association under Chapter 272 of the Revised Laws of New Hampshire, under the name of Cardigan School for the purposes specified in the foregoing Articles of Agreement of Association.
>
> "There was then presented to the meeting a code of By-Laws which had been drafted by counsel. The proposed By-Laws were read article by article and after full discussion, it was upon motion duly made and seconded, unanimously . . . voted and adopted. . . ."

The eight men who attended the New York meeting in May, 1945, as Members of the Corporation voted themselves in as Trustees at the June 9th meeting. It was also voted that out of this group of men the following officers be elected and were so voted:

President . . . . . HAROLD P. HINMAN
Vice President . . . . . ROBERT C. HOPKINS
Clerk . . . . . SIDNEY C. HAYWARD
Treasurer . . . . . JAMES F. WOODS

Optimism was growing and it was voted to designate the Dartmouth National Bank of Hanover, New Hampshire, as a depository for funds of this Corporation. Jim Woods was authorized to deposit funds and withdraw same from time to time. It is not suggested anywhere in the records that these duties became too arduous for some time.

At this June 9th meeting, John B. Kenerson was elected Temporary Clerk and "took the oath of office before Jonathan Piper, Justice of the Peace." It was also voted that Kenerson be "authorized to obtain a seal for the Corporation."

On July 5th it was attested by Johnny Kenerson that . . . Sidney C. Hayward had appeared and made oath before Notary Public (whose signature defies recognition) that Sid Hayward would perform the duties of Clerk faithfully, impartially, etc., etc.

Lest there be any raising of eye-brows over what might seem a short tenure of office for Kenerson as Clerk, it should be made clear that this was the first step toward concentrating the official personnel as near as possible to the school. Sid Hayward, an "old pro" in the office of Secretariat was 22 miles from Canaan, whereas John Kenerson was 125 miles away in the suburbs of Boston. As a school seal was necessary, Sid Hayward and Fred Larson prepared a design. The seal was made and presented to the new organization. It has served the school well to this day.

If there ever was a doubt as to President Hinman's agility in moving toward the consummation of any deal important to the school the following would reassure such a doubter. A Trustee writes:

> "I recall being named to a small committee to arrange with Dartmouth College for the purchase of the 'Point' at the north end of Canaan Street otherwise known as the Haffenreffer property. This was owned by Dartmouth College. The other members of the negotiating committee were Messrs. Hinman and Brewster. I don't think the Committee ever met, nor was I ever consulted in advance of the several steps in complex negotiations. . . . This is not recalled with the slightest criticism of President Hin-

man, rather in a spirit of admiration. The many conversations with Treasurer Edgerton at Dartmouth needed to be handled by one of the Cardigan group. It was a case of one New England Yankee trader pitted against another and there would have been no room or reason in those private conversations for Committee activity!"

Because of Hap Hinman's genius, one conversant with the inner workings of this new school venture came to believe in the inevitability of the program as a whole either sooner or later. The minutes of the July 14th meeting (and still in the year 1945) lend credence to this:

"After viewing the Haffenreffer property, now owned by Dartmouth College, *and which will be purchased by the Trustees of the School . . .*"

The fiscal year financial statement of December 20, 1945, showed receipts and disbursements as follows, which makes the above claim seem very brave:

GIFTS

Mr. and Mrs. H. P. Hinman	$1,000.00
Mr. James C. Campbell	1,000.00
Mr. William R. Brewster	600.00
TOTAL RECEIPTS	$2,600.00
DISBURSEMENTS including downpayment of $1,104.75 to Dartmouth College	$2,366.82
CASH ON HAND	$ 233.18

This was a happy way to end the first year of formal organization.

One and all accepted the formal organization as the fait accompli. This was a meeting held, Sept. 26, 1945, in the Canaan Street Lodge where the Trustees had been bountifully fed by Mrs. David Austin, attractive and genial wife of Dave Austin who operated the Lodge at personal profit.

There was the mood that accepted expansiveness of thought as a logical sequence to the pleasantries surrounding these Trustees. They in the secret of their own hearts felt they were

contributing quite a bit to the school-to-be by paying their own car fares or burning their own gasoline up to and back from Canaan. They listened with serious and rapt attention to J. Frederick Larson, architect, who had been brought in to back up with well drawn sketches Mr. Brewster's conception of the school for which we should strive. These plans totaled a modest $500,000. It is interesting, in view of future costs, to note the breakdown of this plant expenditure:

Four Dormitories and Masters' Houses	$160,000.00
Main Building	140,000.00
Gymnasium and Crafts Building	150,000.00
Tower	20,000.00
Drives and Boathouse	10,000.00
Development of Property	10,000.00
Miscellaneous	10,000.00
TOTAL	$500,000.00

"The Board approved Mr. Larson's tentative development plan and bird's-eye view of the plant."

There were some among the Trustees who felt expenditures were piling up a little fast. We had not at that time actually purchased the property. We were now voting approval of plans calling for a half million dollar expenditure for construction thereon. This was quite a projection from the $200 deposited in the Dartmouth National Bank by Hap Hinman and Bill Brewster. President Hinman quickly brought the question period to a close with: "Hells-bells, we're getting nowhere by this kind of talk . . . you fellows have to have more faith, more vision . . . these plans represent the goal we have to strive for . . . we'll raise the money . . . but you've got to get out and work. Now let's take up the next matter for consideration. . . ."

This was the pattern which other meetings were to follow. Hap had the vision and he kept the faith. He never knew quite how these plans were going to be realized but he would never countenance "doubting Thomases" even though he went through agonizing moments of discouragement himself. These he kept to himself until he had overcome them.

Bill Brewster had consented to become the school's non-resident Headmaster working as advisor to two young men he had in mind as his resident assistants. Bill's willingness to work in this advisory capacity took a big burden off the shoulders of Hap Hinman who knew little about courses, teaching personnel and innumerable details connected with the actual day to day routine of a school. John Kenerson was to be of help to Brewster because of his intimate knowledge of secondary schools, text books used, possible candidates available for our new faculty, etc.

The Trustees were now confronted with ways and means of enrolling students for our new school. It was suggested that a brochure be written on the school. The Trustees voted $400 to cover the expense. Robert C. Hopkins was assigned to write the story and supervise its production. In this he was ably assisted by Fred Davis, Vice President of Rumford Press who took the beautiful photographs used in the brochure and gave much of his time and effort to assure an outstanding print job at lowest possible cost. J. Frederick Larson, architect, furnished his conception of the school-to-be in a double spread sepia projection. John Cone did a masterful job in furnishing hand sketched illustrations. All in all this was accepted as a fitting piece of promotion and was used to the extent of a second printing. A last minute correction had to be effected since a change of name of the Corporation was voted by the Trustees at their meeting of October 13, 1945, to Cardigan Mountain School. Hap Hinman had never been satisfied with the original name: "Cardigan School." He solicited help from Don Tuttle who was Director of the New Hampshire Development Commission and was greatly interested in this new enterprise. They ruled out any individual's name. Hap and Tuttle finally thought of inserting the name "Mountain" since Cardigan Mountain is the most dramatic piece of landscape visible from the school campus. Thus was Article One of the By-Laws changed. Article Two was also changed to read: "The Seal of the Corporation shall consist of two concentric circles with the words 'Cardigan Mountain School' between the outer and inner circles and the words 'Incorporated New Hampshire' around the innerside of the inner circle, together with the date '1945' horizontally across the center."

It was voted that "not less than three nor more than 15 Trustees be elected for the ensuing year."

J. Frederick Larson was elected to the Board of Trustees making a total of nine members.

The Board of Trustees formalized the purchase of the Haffenreffer Property from Dartmouth College.

Robert L. McMillan, whose services as Business Manager of the School were about to be utilized for a nominal fee, attended as guest of the Board. Bob McMillan came to us from the Lipton Tea Company where he had been sales manager after serving his country as a Major in the Air Corps.

At this meeting a first and vital step forward was made in anticipating a separate unit in the school organization with the title "Members of the Corporation." To be sure the original Members of the Corporation had voted themselves in as Trustees but it was early seen that there should be a separation of these two bodies better to serve the interests of the school. As a first step to this end it was voted: "that the President appoint members of the Corporation after securing the advice of friends of the school such as President Hopkins of Dartmouth, and others."

A charge of $1,000 was established as the tuition for the first year beginning the following September.

Things were beginning to fall into place and action was succeeding discussion. At a meeting held at the Algonquin Club in Boston March 18, 1946, the following new members of the Corporation were voted in:

ERNEST MARTIN HOPKINS . . . . . *Hanover, N. H.*
PHILLIP R. ALLEN . . . . . *Boston, Mass.*
EDWARD S. FRENCH . . . . . *Boston, Mass.*
JOHN H. HINMAN . . . . . *New York City*
EDWARD K. ROBINSON . . . . . *Boston, Mass.*
HAROLD W. STOKE . . . . . *Durham, N. H.*
ARTHUR A. WILLIAMS . . . . . *Holliston, Mass.*
RALPH E. FLANDERS . . . . . *Springfield, Vermont*
J. FREDERICK LARSON . . . . . *New York City*
HAMILTON W. BAKER . . . . . *Boston, Mass.*

The perspective which the passing of time gives an operation such as starting a new school lends humor to its telling and to

an extent replaces the grimness of the situation at the time. As meeting after meeting came along the organization of the school became a reality whereas financing became more and more of a deep concern. It was argued, and rightly so, that if the school could begin with an enrollment of 35 boys current expenses could be met. The Trustees had upped the initial tuition figure from $1,000 to $1,100 and that would help. But where was some $20,000 coming from to meet the purchase of the Lodge on Canaan Street and refurbish same? The idea of operating the new school on "The Point" had to be given up since the Mansion was too small to furnish both dormitory and recitation room space. There were no kitchen or dining room facilities either. It was entirely natural that purchase of the Lodge should take place after conversations between Dave Austin and Hap Hinman. It was known that the operating of the Lodge was becoming too much of a burden for the Austins who had passed the prime of life; also the holders of First and Second Mortgages were receptive to a bit more collateral than a declining patronage of the Lodge guaranteed. Motels were creeping into the field formerly controlled by the old wayside inns and even the delicious meals offered by Mrs. Austin could not compete with the new trend of "drive-ins." The picture of Bill Brewster doing the talking with Dave Austin while Hap Hinman offered what has become known in TV language as "cue cards" is a story to delight any raconteur. It should also be related that the Austins could not have been more cooperative during the transition of the Inn into a school building. Also, during the early years, the Annual Meetings of the Corporation Members and Trustees were held in the spacious and comfortable living room in the Austin's home across the street from the Lodge.

No better contrast could be offered as to the variety of financial decisions facing the Board of Trustees than financing a $20,000 deal and okaying expenses for opening an office in Canaan where the school's Business Manager, Bob McMillan, might hold forth. Rental for office space came to $10 a month; part-time office girl for 50¢ an hour; telephone at $3.50 a month. Not having ready cash made the difference academic to all intents and purposes between these modest charges and $20,000.

Hap Hinman as head of all committees was given most of the responsibility in this early stage. It was not that the Trustees wished to evade any responsibility, but rather that Hap gave every indication of preferring to do things his own way and showing pretty conclusively he had been and would be successful. Every once in a while, however, something happened to show that the Trustees could contribute handsomely to this school endeavor. Jim Campbell from Rhode Island came through with a gift he had obtained amounting to $5,000. This was a terrific shot in the arm at the particular time since it came from an outside source and one entirely unrelated to the school. But Jim was to continue to meet all kinds of school needs by such gifts as a station wagon for the school when, in these early days, money just was not available for such purchases. But more about this loyal supporter later.

Much was accomplished at that joint meeting of Trustees and Members of the Corporation held in Boston, March, 1946. Details of the Haffenreffer property deed from Dartmouth College to the Cardigan Mountain School were gone over. Authorization was given to purchase or lease the Lodge with property backing up to the Lake. Hap Hinman had made his famous pronouncement as to the qualifications we should bear in mind in choosing new members for the Trustees or Corporation, namely: "they must have Affluence, Influence, Interest; and lacking any one of those three they must have much of the other two." This was the opening challenge to all Trustees. The preliminary period of discussion and planning was over and the time for realistic action was at hand. It was soon evident that the Members of the Corporation were no less cognizant of the situation. John Hinman, who was a pillar of strength right from the beginning, but like other members of the Corporation had not had the occasion to make known generally what dimensions their interests might assume, neatly summed up the status:

> "You fellows have done a good job up to now . . . you have the organization, the property (Ed., purchase had only been voted), the assistants. You're ready to go, but have no money . . ."

This was obliquely seconded by E. S. French, one of New England's staunchest citizens who suggested . . . "Let's talk

turkey. . . . Get this thing started now. . . . Don't waste a minute. . . . To open in September we have a lot of work to do since we are starting from scratch. . . . Get some money coming in . . ." That is just what happened for Jim Campbell, Bill Brewster, E. M. Hopkins, Ned French, John Hinman and Hap Hinman each pledged $1,000. It can be argued that while these very men over the years have far exceeded this sum in their gifts to the school, no gift has meant more to Cardigan Mountain School than the sum of these initial contributions. These got the whole conception of the school off the ground. This all was timely which accounts for its tremendous importance.

The next day in Canaan, New Hampshire, the deal for the heavily mortgaged Lodge was closed at a price of $15,500. A down payment of $1,000 was made. An unsecured note for $3,297.24 was given, plus a 5% mortgage for the balance. We had a building with 34 rooms furnished with beds and mattresses, cooking utensils, a baker, a stove and electric refrigerator. Almost in the twinkling of an eye each and everyone connected with this proposition felt he belonged at last to something concrete even though the building was wooden. The Lodge was attractive, but needed paint, papering, and a leaky roof repaired.

In the meantime Bill Brewster selected two young and attractive fellows to act as Assistants in running the school, scheduled to open September 17, 1946. These young Assistant Headmasters were William Everts — Harvard, 1938, and Richard Sawyer, Dartmouth, 1941. Everts had received his discharge from the Army earlier than had Sawyer and set up bachelor quarters in the Mansion. Bill Everts almost overnight became farmer, groundskeeper, and road cleaner-upper. He was shortly joined by Dick Sawyer lately of the Air Corps who discovered the Mansion attic full of bats. Their stories of breaking into the educational field would fill a comic magazine, for the menial tasks these fellows took on of their own volition were many. Hap Hinman in his Bulletin of April 24, 1946, wrote: "Bill Everts and Dick Sawyer eager to have the educational program begin in the fall . . . none will ever realize the physical labors these two young men have contributed towards this end."

Treasurer Jim Woods obtained from the Commissioner of Internal Revenue a "Certificate of Exemption." This put us on an equal basis for the solicitation of funds with other educational institutions and was a very necessary recognition at this particular time.

Other contributions came to give added courage to all, especially to Hap Hinman who from day to day faced innumerable problems of financing basic expenditures. There was never a moment when Hap could retire at night feeling the school was financially ahead; and it has taken little research to make one wonder how he had the courage to go on when accumulating funds disappeared in the quicksands of ever recurring expenditures. The other contributions just referred to:

Charles Tenney	$ 500.00
Philip R. Allen	$5,000.00

were almost immediately swallowed up in just one expenditure for a steam heating unit, radiators and oil tank for the Mansion. While the Lodge on Canaan Street was to be the main school building, the hope even then of getting up on the Point was strong. Under the guise of needing the Mansion to take care of the overflow of some 15 boys in addition to the number the Lodge could accommodate the expenditure for heating the Mansion became of primary importance. There was the recurring question as to the advisability of pouring money into the Lodge which was looked upon as a temporary location for the Cardigan Mountain School. However, the investment in rehabilitating the Lodge was little compared to constructing new buildings up on the Point. There was no final disposition to fight through for an immediate school on the Point, but to many it was gratifying to have the Mansion ready for the emergency of increased enrollment.

As it was, the school was starting without a dime in the bank, in a renovated building but with no student in sight. The news that an application for admittance to Cardigan had been received was electrifying. Russel Thomas Chase from Old Lyme, Connecticut now has the distinction of being the first student to be enrolled in Cardigan Mountain School, but he actually never entered. This applicant raised the hope that Bill Brew-

ster's goal of an initial enrollment of 35 boys might be realized. There was the quiet mental assurance too that we had room for 15 more boys in the Mansion. After mature deliberation, however, the cost of maintaining a split operation and the inefficiency of directing same caused the Trustees to play it safe and voted at an August 2, 1946, meeting:

> "That the Fall enrollment be limited to about 35 boys who, with the required staff, can comfortably be taken care of in the Lodge and the Wierum House."

The lease of the nearby Wierum House was but the first of additional properties acquired on Canaan Street where the school was to be established for years to come. Whatever exceptions there were to such procedure, and there were many, all were finally convinced by the President that the costs of establishing the plant already well started on Canaan Street were much smaller than building a new plant up on the Point. As it was, the Trustees voted to authorize the President to negotiate a 4%, $25,000 loan on the school properties.

At this time in the school's development Cardigan's first bank borrowing started almost on the personal guarantee of John Hinman, who, from his earlier North Country days, had been a director of the Siwooganock Guaranty Savings Bank of Lancaster, New Hampshire. John had subsequently resigned because of the press of his later business responsibilities in New York, but at Siwooganock his word was accepted later as it had been earlier and this institution loaned Cardigan $25,000 at 4% and later added another $10,000. This was the beginning of Cardigan's bank credit which has always been kept excellent through meeting amortization requirements promptly, and even ahead of time. In attaining this enviable position Cardigan is indebted to the support of outstanding men who are members of the Corporation and whose very names carry weight in financial circles.

This was a far cry from trying to raise hundreds of thousands of dollars for a new plant, to say nothing of the delay in starting the school. However, there was evidence that the accommodations would be ample, for there was no great surge of applicants for the Fall Term.

This did not prevent all members and their wives meeting for the first time, June 1st, 1946 to see for themselves just what had been accomplished and to hear of plans for the future; 17 were in attendance. Enthusiasm was expressed by all and reached its peak when Phil Allen exclaimed he was going "to back the school until hell froze over." E. M. Hopkins, who was sitting with his back to a roaring fire in the Austins' hospitable living room appreciatively replied, while wiping his brow: "If the temperature of this room is any criterion, Phil, you'll be with us for a long, long time!" After the laughter ended Hap expressed the feelings of all, that Phil Allen's words were "sweet to the listeners." Good fellowship existed.

The members were delighted to welcome Harvey P. Hood, President, H. P. Hood & Sons, Boston, Mass., to the Corporation. Harvey, one of New England's best known and honored citizens, had been the choice of many institutions as a candidate to first seek for their Boards of Trustees. He had but recently turned down two well known boys' schools as well as two women's colleges. There was a limit beyond which he felt he could not serve well the various directorships and educational boards desiring his help. Harvey Hood's acceptance to serve as an additional member of the Corporation meant much to Cardigan at this particular time in terms of prestige alone; but he in turn was to write . . . "the fact that Ned (French), Hap (Hinman), E. M. Hopkins were all interested in Cardigan was too much for me . . ." Paraphrasing an old adage that prestige begets prestige was never more true than in this instance. Looking ahead, it was Harvey Hood who in turn brought another most valued member into the Corporation, Robert W. Stoddard; but more about him later.

A telegram was received from Hamilton W. Baker who was confined to his bed in Phillips House in Boston which read: "To you men who have realized your dream of Cardigan Mountain School my heartiest congratulations and best wishes. I am wholeheartedly with you in spirit and regret that I cannot be present." Mr. Baker had, as a member of the Corporation also shown his interest in the school in a material way two months earlier by contributing $3,000. There is no doubt but that his interest was the greater because his nephew was Bill Everts, of whom he was justly proud. Only two weeks

The Old North Church — where Commencement Exercises are held

Looking across Canaan Street Lake from new school campus

later did we receive word that Mr. Baker had passed away. Suffering from an illness from which he could not recover, his loyalty to Cardigan Mountain School was an inspiration to those of us who knew his great desire to actually see for himself the achievement which already had taken place. The memory of his faith will live on.

There was an item in the minutes of the August 2nd Trustee Meeting which was to recur in one form or another for years to come.

> "There was a full discussion of the current financial situation of the school in which it was clear that additional support must be found if the school is to begin operating next month."

It was a bit disquieting that Jim Woods should submit his resignation as Treasurer just at this time. However, the Trustees accepted in good faith his reason: "because of pressure of other duties." The Board expressed "very deep appreciation . . . for his fine work in behalf of . . ." the school.

Harold P. Hinman was elected Treasuer to hold the joint office of President-Treasurer.

The Board of Trustees closed ranks with the feeling a successor would be available as Sid Hayward dutifully made notes for the records.

The Trustees moved and voted (on the question of general organization). . . .

> "That the President appoint a finance committee, of which one member shall be the President of the Board, to authorize commitments and expenses in behalf of the Board of Trustees. (The President appointed the two additional members as follows: Messrs. Brewster and Hayward.)"

The wisdom of this move was to be even more apparent later.

It was early established that Members of the Corporation had been wisely chosen. The original group carried the prestige which made it possible to attract other important personages. Mr. Richard J. Cullen, an outstanding man particularly in the paper industry, was elected as a new member of the Corporation. He soon showed his appreciation by giving the school a check for $5,000. He prefaced this action by say-

ing there were three reasons why he was making this contribution: his friendship for John Hinman, his admiration for E. M. Hopkins, and his real interest in and desire to help boys. This was but the beginning of Dick Cullen's largess to Cardigan. It was such recognition that eased for the time being the worries confronting Hap Hinman who saw substantial gifts swallowed up by necessary expenditures. No one who didn't have almost constant exposure to the problems as seen by Hap or knew how many things Hap wanted to see done beyond bare necessities can appreciate what this man carried around with him day in and day out. The reassuring fact was that money did come in and while there was no time when one could be sure such procedure would continue, nevertheless bills were being paid and interest on loans was being met. Also, there was that great guy Jim Campbell who always seemed to show up when the going got the toughest. Having given some $2,000, Jim would look around to see what was badly needed: he gave for instance a sailboat, a horse, paper supplies of all kinds; one time it was a typewriter; another time, he found a pick-up truck was needed, so bought a new Chevrolet ½ ton. Smilingly he would say these were purchased for the school on the basis of "deferred payments."

Other problems had to do with getting additional members for the school faculty. Bill Everts had recommended an attractive couple, Ted and Dolly Peach, who made a most favorable impression and were made members of the Cardigan faculty. Dick Sawyer had married a delightful young lady, Barbara Kenney, who had graduated from Mt. Holyoke in 1939. The Peaches were graduates of Middlebury. These two couples in addition to Bill Everts exuded enthusiasm and created an atmosphere of youthful assurance which was the delight of boys and elders. There is no doubt that the trial and tribulations of being associated with this new educational venture dimmed into insignificance after the tensions of the war years. Cardigan is indeed indebted to them for all they gave to making that first year a success.

As the opening of school approached the financial picture brightened by additional contributions: an anonymous gift of $1,000, and $5,000 from Mr. E. H. Neese of Beloit, Wisconsin, whose interest was aroused by John Hinman and Richard Cullen.

The Year

September 1946 Through August 1947

Cardigan Mountain School opened on September 19, 1946, with an enrollment of 24 boys. This total was a disappointment only to three men who had been in almost daily contact with visiting parents. The figure of 35 had been held to as a minimum to expect. As far back as April 20, 1945, John Kenerson had written Bill Brewster: "Without question we will have no difficulty in the next three or four years of having more applications than we can possibly take care of." John was making no wild guess for he knew the secondary school picture forward and backward. Also, Bill Brewster predicted up to almost the week before school opened that 35 boys would enroll. The third disappointed member of the Cardigan family was Hap Hinman. Hap had counted on tuition income from 35 boys. This lesser number of 24 boys, later increased to 26, caused no little concern to these three stalwarts as to breaking even in the first year of operation. To the other members of the Trustees and Corporation the opening was an auspicious occasion. Sight must not be lost of the handicaps Bill Brewster and Hap Hinman had to face in selling interested parents on a school which physically did not exist up to within three months of the then theoretical opening date. Bill Brewster now really wonders how the parents of these 26 boys had the courage to sign up only on the basis of a great idea. He relates how he would take the prospects and their parents up to the Haffenreffer property and ask a rhetorical question: "Where have you ever seen so beautiful a location for a school!" In the meantime his two Assistant Headmasters would be scraping paper off the walls of the Mansion or cutting the grass. To most who really knew the situation it was nothing short of miraculous that 26 boys eventually showed up.

A reception was given these boys by Mr. and Mrs. Brewster, ably assisted by Bill Everts, Dick and Barbara Sawyer, Ted and Dolly Peach and Bob and Natalie McMillan. It would have been difficult to select a more attractive group to welcome

boys, many of whom were away from home for the first time. Mrs. Brewster had welcomed boys most of her life and had the gracious touch to which the youngsters eagerly responded. The fine appearing young men were boys at heart and knew how to gain the confidence of the hesitant and bashful to say nothing of the homesick youths. The attractive young wives had the poise and sympathetic understanding to reach the hearts of the most skeptical. Within these first hours an entente cordiale was established which was to last the rest of the school year. No wonder Hap and Marion looked on with almost unbelieving eyes. Hap's dream of years gone by was unfolding there before him. None begrudged him these hours of happiness.

There was a man literally behind the scenes who was to become an enviable member of the Cardigan family and beloved by a generation of boys. He was distinguishable at this first dinner because he wore a tall chef's headdress and had cooked a meal boys like. Dick Clancy had been selected by Bill Brewster fresh from the Army. Bill had known Clancy even before the war when he lived in nearby Windsor, Vermont. Dick, Nellie, his attractive wife and daughter have made the Cardigan Mountain School their home ever since. A father and his son recently called on the writer to thank him for putting them in touch with Cardigan two years previously. The father mentioned not only the food but its preparation, and said: "Jim can't wait to get back to school and one of the outstanding reasons is the good meals served there . . . your chef there, Clancy, must be quite a remarkable fellow for the boys like and respect him so much." As far as the boys are concerned "Clancy can do anything." Right from the beginning he has been an influence for good. Among Brewster's many contributions to the school, none has worn better than Clancy.

This year, the annual meeting of the Board of Trustees and the Members of the Corporation was of particular interest, for the opening of the school had taken place. There had been further gifts to report:

$5,000 from Phil and Anne K. Allen

$1,000 from Ralph E. Flanders

$100 worth of books from Ned Robinson

These contributions put one and all in a happy mood to review the accomplishments of the previous year. Thus did the two groups gather together on October 12, 1946. The Trustees met together once again in the Lodge on the second floor where the financial situation was reviewed by President Hinman along with the opening of the school. Later the Members of the Corporation arrived and with the Trustees joined the school boys for dinner. The organization and discipline in the dining room made a most favorable impression. White jacketed boys organized by Barbara Sawyer served the dinner. The boys entered into their various tasks with enthusiasm. It was learned that there was a rotation of the work so that no one group was exempt from tasks performed by others over the year. Each boy was responsible for the care of his room and teams of students carried on necessary chores around the premises.

After an enjoyable meeting with the boys, the Members of the Corporation and Trustees went across the street to hold their joint meeting in the living room of the Austins. A summarized financial report showed:

Cash Gifts to Date	$26,755.00
Receipts from Tuitions	11,375.00
Other Income	2,325.63
TOTAL	$40,455.63
Cash on Hand	11,630.19
Capital Expenditures	14,053.45

Other expenditures including salaries, brochures, food, fuel, insurance, interest, taxes, etc., absorbed the balance.

This was recognized by all as a pretty good statement by the President and he was highly commended for all the effort he had made to bring this about. William R. Brewster received appreciation for the personnel he had organized for the new school; the 26 boys who were starting off the first year of Cardigan Mountain School. There was indeed a feeling of restrained satisfaction over all that had been accomplished.

Greetings were extended to Charles E. Cotting, Harvard 1911 a new member of the Corporation.

"Charlie" Cotting, one of nature's most modest individuals, possesses nevertheless the keenness of mind and a dedication of his unique faculties to further a cause to which he has once given his support. To those who know him best it comes as no surprise that at the time of this writing he is Chairman of the Board of Lee Higginson to say nothing of his other various important connections. It is no wonder that Ned French marshalled the services of E. M. Hopkins, Phil Allen, and Harvey Hood to interest Cotting in joining the Corporation of the Cardigan Mountain School. Just how fortunate this selection was will be proven in the year to year story of the school's progress.

E. M. Hopkins who had been asked to preside at this, the joint meeting of the Corporation and Board of Trustees, asked that a vote be taken "to make valid all elections that have taken place since the original Incorporators became members automatically". The following were voted Members of the Corporation: E. M. Hopkins, Philip R. Allen, Hamilton W. Baker (now deceased, but by the wish of all, his name was recorded as a Member up to the time of his recent death), Charles E. Cotting, R. J. Cullen, Ralph E. Flanders, Edward S. French, John H. Hinman, Harvey P. Hood, J. Frederick Larson, Edward K. Robinson, Harold W. Stoke, Arthur A. Williams. President Harold P. Hinman should be included in this list, although his name does not appear so in the minutes of this meeting. The election of these named individuals was made retroactive to cover the period since the organization of the school.

Next, an election of the Board of Trustees was called for and the following were elected thereto: William R. Brewster, James C. Campbell, John E. Foster, Sidney C. Hayward, Harold P. Hinman, Robert C. Hopkins, John B. Kenerson, James F. Woods.

Trustee Officers: President and Treasurer, Harold P. Hinman; Vice President, Robert C. Hopkins; Clerk, Sidney C. Hayward; Assistant Treasurer, Richard A. Sawyer; Headmaster, William R. Brewster.

Committee to study organization of the school: E. M. Hopkins, Edward S. French, John H. Hinman, William R. Brewster, Harold P. Hinman.

All were asked to be on the lookout for a new Treasurer.

The new school year started auspiciously with a gift of a thousand dollars by Arthur Williams.

By adjournment time it seemed to all that a very neat package had been effected; the school was actually operating, some $40,500 had been raised by one way or another, and as far as could be seen funds would be available to carry operations through the year 1947. This was surely a far cry from less than eighteen months before when Hap Hinman and Bill Brewster each deposited $100 to the account of Cardigan. Members of the Corporation and Trustees departed their respective ways.

1946 Year-End Gifts were announced as coming from:

Charles Cotting	$ 250
Robert C. Hopkins	250
E. M. Hopkins	250
John Hinman	2000
Anonymous	1000
TOTAL	$3750

The winter semester started out on a well established routine and over at the Lodge the next morning the Rising Bell sounded at 7 A.M. The boys washed, made their beds, fixed their rooms for inspection which might come any day at any time. From 8:00 A.M. to 8:30 "school keeping" jobs were assigned for the day. At 8:30 A.M. breakfast was served. Nine o'clock to 10:45 classes were attended. Ten forty-five to 11:00 recess came with milk, cookies or crackers available. Eleven to 12:30 more classes. Luncheon hour was from 12:45 to 1:45. By 1:45 each boy must be in his room for rest. Two forty-five to 4:30 was given over to supervised afternoon activities. A special study hour for those who needed it was set aside from 4:30 to 5:30. From 5:30 to 6:00 was wash-up and dress-up time with the supper bell ringing at 6:00 sharp. Seven to 7:30 was assembly time for the whole school. Seven-thirty to 8:45 Supervised Study in the Hall (dining room) took place. Nine P.M. lights out for all except seniors who could have until 9:30 to flick out theirs.

None of the boys was troubled with insomnia after this busy day.

Various assignments had been drawn up for the boys to work on. These were designed to make the individual boy feel a responsibility toward the school while draining off excess energy; keeping him busy doing constructive things and lessening the opportunities for mischief. Needless to say, there were types of work the boys might not relish but having to take them if assigned developed a fundamental discipline which had its educational value. The different assignments were: waiters, dishwashers, assistant to cook, washing tables after meals, dining room sweepers, vehicles, furnace, wastebaskets, cook helpers Saturday and Sunday nights, woodboxes and fires, night lights, cleaning first floor, assembly, library and first floor halls, checking lights out, mailman, infirmary, extra work loading and unloading dishwasher, sweepers, drymoppers, assistant at church, livestock (outmoded in new school), senior lights, porch (outmoded) and outside policing.

Needless to say all faculty members including wives were busy from morning 'til night and they put the kind of enthusiasm into the training and building up of these first year boys which was to prove so rewarding. Just to illustrate some of the extra-curricular feats performed after busy hours of teaching: Dick Sawyer gave the boys training in baseball, Ted and Dolly Peach took boys on nature hikes, Barbara Sawyer was in charge of the office after getting the small fry up and dressed for school, and actually bathing them at night. There were some six of these smaller boys to whom Barbara was more than a house mother in the Wierum House away from the Lodge.

Bill Everts took charge of the boys over at the barn about ¾ of a mile from the Lodge. Those boys who selected horseback riding were taught cleaning out of stables, watering and bedding down of horses and clipping same (five in number). Others were taught feeding of cows and pigs.

The school was fortunate too in having the temporary services of Deborah Austin who had recently graduated from Smith, cum laude, and was an attractive daughter of Mr. and Mrs. Dave Austin. She worked with Dolly Peach on the school paper and dramatics.

Church (of the boys' choice) was obligatory.

This is but a sketchy picture of how the week's program might develop. During the winter months the program was given over to winter sports.

There were six teachers for the 26 boys which guaranteed close individual attention and supervision. The results at the end of the year were truly quite remarkable. Testifying to this was the letter from a grateful mother who wrote:

> "We appreciate all you have done for our son. The improvement is remarkable. At Cardigan he seems to have gained confidence in himself, especially in his studies which he so sorely needed . . . it is gratifying to find him so completely happy."

The first Commencement Exercises of the Cardigan Mountain School were held June 14th, 1947 in the Old North Church at 11 o'clock. The century old church with doored pews and handmade glass windows contrasted its mellowed age with the young men graduates of a year old institution. "Parents, grandparents, faculty, Members of the Corporation and well-wishers among the townspeople totaling some 125 people gathered to see seven boys receive their diplomas." This truly was an historic event at Cardigan.

After the Exercises a buffet luncheon was served up on the Point on the Mansion lawn. The panorama embracing lake, mountain and rolling hills under a warm sun was a sight to behold.

These seven young men were already enrolled in Exeter, Governor Dummer and Kimball Union Academies. It was all hard to believe. The first year at Cardigan Mountain School was ended, and the result was good.

Contributions at the end of the school year were:

$ 5,000.00	from Richard J. Cullen
500.00	from Arthur Williams
5,000.00	from Mrs. Lily Johnston
1,000.00	from Mr. and Mrs. Harold Hinman (given to literally meet May 1 pay rolls)
50.00	from Nathaniel Leverone
50.00	from Samuel Aronowitz
$11,600.00	

A "Baker Range" was donated to the school by the Dartmouth Club of New York City through its Manager, Ned Redman.

With all the success of the first school year mistakes were made, some serious insofar as they affected individuals; others humorous.

The dual role of a Cardigan absentee Headmaster who was Active Headmaster of another school was too much for any one man to carry through even though aided by two unusually capable young men in residence, neither of whom had had experience in this particular field of education. This is in no way a reflection on the inspired job done. To all intents and purposes, here were two ambitious fellows, one married, competing for the eventual headmaster's position. The discipline of the school was dumped in the lap of one of these men by other members of the faculty. Little surprise is there, in looking back objectively, that strained relations did exist at the end of the year. Disillusionment set in and two young, attractive fellows left educational pursuits.

Some of the trouble lay in the meager accommodations afforded the faculty. There was little privacy. Pressure was on each individual with little time for relaxation. This was especially difficult for men just out of the service and for the girls who married them. Discipline was all right in a war as were privations; but in peace one hoped for a better break. How could these fine young people be expected to know what it meant to be associated with a brand new school which was continually battling to meet the pay roll. The school had not misrepresented anything; the young people joined up with their eyes open. It is a wonder things turned out as well as they did. All those presently connected with Cardigan Mountain School realize more each year how much these good people contributed. We have affectionate regard for them and hope they have the same for Cardigan Mountain School. The same holds true in the case of others who were to follow. All of us were living and learning, giving and taking.

The original brochure showed an entrancing color scene on the cover depicting a red "sugar barn." Underneath the picture were the words:

Reading — 'riting — 'rithmetic
plus Grandfather's Farm

The idea of having boys run a farm was especially appealing to us in the early days. One thing we had a lot of was land, barns, hay, and a slightly exaggerated idea of balancing a farm budget. Also we had not counted on the short duration of the boys' enthusiasm for farm chores.

To begin with we purchased a pregnant cow, the better to instruct the boys on the facts of life in the animal kingdom. The cow was not cooperative at all and gave birth to her calf when mankind least suspected. This was a great disappointment as the boys had worked diligently keeping the stable clean. And as for learning to milk the cow, that was entirely out. We were in no position to force this issue for we had had a hard enough time getting the boys to come to Cardigan as it was. So we closed out our bovine department. This was done at a profit, too, due to the fact we were selling a "fresh cow" rather than an expectant mother.

Our next experiment was the creation of a riding stable. "We obtained an excellent riding master and five horses one of which was given us by Philip R. Allen, the other four being borrowed from Mrs. Ruth Parks, the owner of a summer camp. "We soon learned," as Hap Hinman relates, "that riding enthusiasm reached its peak during the fall months and that it diminished in direct proportion to the lowering of the temperature with the coming of winter." Apparently, in addition to the upkeep, the horses "ate us out of house and home." By Spring only three or four boys out of an initial group of fifteen showed any recurring interest in horses. So, in the interests of a balanced budget we got rid of the horses.

By this time we were getting a bit fed up with the idea of continuing animal husbandry as a part of the educational program of the Cardigan Mountain School. Thus we quickly cancelled an order for thirty bushels of seed potatoes and one thousand chicks. We now were back in full cry for Reading — 'Riting — 'Rithmetic!

Bob McMillan, now partner of a successful Boston advertising agency, it will be recalled had joined the Cardigan Mountain School official family as Business Manager of the school. The hope had been that we had hit upon a formula which would bring increasing contributions to the school. This was an experiment that just did not work out. As Bob can now

afford to write from his position of strength: "These were dreary days and disappointing ones. Hap felt, I am sure, that I was a poor salesman but later on . . . he realized how very difficult it was to obtain funds from people who had college and church obligations as well as boys of their own to educate."

This was all part of the trial and error period through which the school had to go. While we lost valuable dollars in the various experiments valuable lessons were learned.

The financial picture of the first school year as set forth in one of Hap Hinman's periodic bulletins, shows, as of June 27th, 1947, the following figures:

Checking Balance	$6,188.04
Accounts Receivable (students)	575.00
Building Fund	2,854.20
TOTAL	$9,617.24
In Savings Bank	$1,218.10

(Represents 5% of tuitions set aside for endowment as previously voted by the Trustees.)

It was characteristic of Hap's realism that at no time did he allow any complacency to exist nor loss of momentum to take place in his drive for an outstanding school. "Sure," he would say to the Trustees, "we have done well but we have to do better." He always had a list of new and pressing needs for the school, for instance:

For the Lodge	$ 8,900.00
For the Mansion	9,600.00
For Barn Repairs	1,000.00
For Insulating Shop	1,000.00
Beach Wagon	2,000.00
TOTAL	$22,500.00

Hap did not spare Members of the Corporation in presenting his continuing program of needs for the school. His thrusts at them were masked behind a genial smile when he would say: "The function of the Trustees is to present to you the needs of the school; it's up to you fellows to raise the money."

To one who had just joined the Members of the Corporation as a friendly group interested in educating boys this forthrightness came as a bit of a shock; but it was not long before they admired the President who knew what the goal was and preferred to mince no words to obtain it.

The Members of the Corporation had been well screened. They were men dedicated to the principles underlying the founding of the Cardigan Mountain School. They were remarkably successful in their individual business or professional pursuits. Their word carried weight with others of similar stature. They welcomed the direction given by Harold P. Hinman for he was always well prepared; his succinct presentations allowed a maximum amount of time for purposeful discussion.

The Year

September 1947 through August 1948

As an item of interest let us review the amount of money listed on page 39, amounting to a total of $22,500 and which was presented by President Hinman as necessary for the proper functioning of the school. Also we might recall, these items were presented for reflection right after the books had been closed at the end of a successful school year in June. Here is what happened:

Announced on August 6, 1947 (Gift by John Herbert Kieckhefer)	$10,000.00
Announced on September 4, 1947 From Arthur Williams	$ 2,000.00
Announced on October 10, 1947 From John Hinman	$ 3,000.00
Announced on October 10, 1947 From Harvey Hood	$ 1,000.00
	$16,000.00
Previous Listed Bank Balance	$ 9,617.24
TOTAL	$25,617.24

This was an encouraging beginning for the second year of school. There had been an additional contribution of $500 from Charlie Cotting for the Scholarship Fund bringing that to a total of $1,500. A new and highly successful formula had been found for raising money through the cooperation of Members of the Corporation with President Hinman. President Hinman had little trouble in getting the support of the Board of Trustees for his program. The innumerable meetings with individuals for advice and counsel or with the Executive, Financial, Building, etc. Committees, can hardly be observed by an outsider without considering the whole operation cynically as a "one man show." Surely no man ever gave more of himself for a cause in which he believed than has Harold P. Hinman. He has been and is a great leader who of necessity has stepped on tender toes. Strange as it may seem at this

point Hap's toughest days were ahead. There would be days to try his soul and test his stamina even more than he had experienced already. His fortitude is indeed part and parcel of this incredible story.

In one of the bulletins at this time Hap writes: "Late last winter (1946–1947) Bill Brewster, sensing the need for a resident headmaster, had urged the Executive Committee to look for such a man, stating that he would resign as soon as one was obtained." Reluctantly this idea was accepted. "Personally, we believe that Bill Brewster, with his vast reservoir of experience, can be more valuable to the school in his availability as an advisor than he could be when tied down by innumerable details of operation." Certainly the school was fortunate that this acknowledged leader of boys was going to be closely affiliated with Cardigan. Brewster would accept no remuneration for his many services to Cardigan.

The appointment of Robert Moody Kimball as Headmaster was announced after months of interviews. He was a New Englander, born in Newburyport, Massachusetts where he graduated from high school in 1926, and in 1930 from Dartmouth College. Before coming to Cardigan he had been Assistant to the Headmaster at St. Marks School. Married to an attractive wife, they had a daughter 9 years old.

Bob Kimball was himself interested in a boys' camp and was unable to divorce himself entirely from its summer operation which meant, of course, that fall enrollment suffered. We had originally hoped to be able to open our own summer camp since all the ingredients for a unique location were at hand. Bill Brewster who for years had run his own camp in Maine had returned to it. The paradox was that Cardigan Mountain School had everything for a Camp except boys. There were those impatient to start our camp right then but cooler heads prevailed. The attention of all was to be concentrated on getting boys lined up for the regular fall term.

By October 10, 1947, when the second Annual Meeting of the Trustees and Members of the Corporation took place at the school there were 29 boys enrolled. There was no denying the fact of disappointment since one and all had hoped for at least 35 boys starting the second year at Cardigan.

However, Bob Kimball and his wife made a most favorable

impression. The tidiness of the school was noted. The furniture which the Kimballs had added to the living quarters on the first floor was a delightful addition causing especially favorable reaction from the wives of the Cardigan family.

These fall meetings were becoming increasingly interesting the farther we went into the business of running or helping direct the running of a new school. The Trustees were faced with the ever recurring deficit since the tuition from 29 boys would not meet the operating expenses. Some of these boys would be unable to continue without scholarship help. The importance of how to meet increasing needs for the Scholarship Fund when current expenses could not be met was a thorny one and a subject which was briskly discussed by the Trustees and later by Members of the Corporation. Also, what was to be done about the creation of a Retirement Fund? We could not hope to compete with other schools for teachers without this fringe benefit. Remedial education was first brought up in these meetings but had to be dropped as beyond the limits of our present scale of instruction.

Everyone at Cardigan regretted the resignation from the Corporation of Harold Stoke who was leaving the Presidency of the University of New Hampshire to become President of Louisiana State University. He had served us well.

It seemed a short time ago that we were happy over the accomplishments of the first year of the Cardigan Mountain School! Now we were to learn that a successful school does not automatically go along after it is first started. More and graver problems were facing us. Also, in whatever direction you looked things needed to be done. The Lodge needed paint; the furnishings inside on the first floor which gave a homey look to the parents of prospective students were not possessions of the school; there had been serious pipe leaks; fire escapes outside the building were a must. These were illustrative of problems facing the administration of Cardigan the solution of which was made no easier by the slowness with which student applications had come in. However, the Trustees were not unmindful of those who had so materially helped in bringing the school thus far. Resolutions were passed and the Secretary was instructed to write letters of appreciation:

1) To Dave and Harriet Austin for their past and recent help and aid to the School.
2) To Mr. and Mrs. William R. Brewster for their devotion and untiring efforts, given without compensation, during the first year of operation.
3) To John H. Hinman for his generous personal gifts and for the sizeable gifts which he has obtained from others since the founding of the School.
4) To Harold P. Hinman for uncounted time and unlimited energy which he has poured into Cardigan Mountain School.

The concerns of meeting various school problems were kept well within the official family circle and never touched the carefree young life. Ted and Dolly Peach had indirectly focussed the collective undergraduate attention on an undeterminable date, for the Peaches were expecting. Headmaster Bob Kimball had entered into the spirit of the occasion by announcing that a half holiday would be given the school if the baby was a girl; but if a boy came along a full day would be granted. Kind Providence answered the prayers of all 29 students who on November 8th were given a full day off. How did the boys choose to spend this day? By climbing Cardigan Mountain. Upon returning to the school tired in body and soul, one boy was heard to comment that it would be all right with him if the Peaches had a baby girl the next time!

Hap Hinman thoroughly enjoyed this by-play. He loved the boys and their reactions. Hardly a day passed that he didn't visit the school and mix with the young fry. During the first year there were questions raised by the young faculty members whether or not he was breaking down the discipline by encouraging the boys to call him "Hap". But as he admitted he "got a great kick out of this"; and who was to deny him this fun?

The truth is he also had a fondness for the Kimballs and the Peaches, and for those fine young people the Sawyers and Bill Everts. He drew a definite line of demarcation between his personal feelings and those of official lineage. This was

more easily understood by the older generation at times than by the younger. One tracing the development of Cardigan Mountain School has no difficulty in determining Hap Hinman's guiding principle: that which is good for the school took precedence over all other considerations. Were there any question in his own mind in coming to a decision of high policy he knew to whom to turn for advice.

By March of 1947 contributions to the Scholarship Fund had reached a total of $5,300. The more recent additions were:

Edward S. French	$ 500
Charles E. Cotting	500
John H. Hinman	1,000
Arthur A. Williams	1,000
Jim Campbell	500
H. Richardson Lane	300
TOTAL	$3,800

President Hinman had a good policy of looking forward to the Semi-Annual Meetings of the Trustees and Corporation Members and in fact letting them know in advance by means of Bulletins or reports from Committee Meetings just what to expect. A good illustration of such planning is noted in the minutes of a meeting of the Executive Committee held in Hanover, New Hampshire January 22, 1948. It was decided at this meeting which was attended by Headmaster Kimball, H. P. Hinman, William R. Brewster and Sidney C. Hayward that it would be wise to concentrate on renovating the Annex to the Lodge, thereby increasing accommodations to some 50 boys; and to postpone for some years the development of school property on the Point. This was all by way of recognizing the excessive cost of building and lack of funds. Headmaster Kimball was in accord with this. Plans were made to secure, through investigation by Messrs. Hinman and Kimball, a local architect who would serve the school best and to get estimated costs.

At this meeting the Committee was reassured that Headmaster Kimball considered his position with the school a continuing one and that he contemplated no change at this

time. (Recognition was given to "the valuable work of Mrs. Kimball . . . appreciatively.") It was the concensus of the Executive Committee that future plans would need the active direction of the Headmaster over a considerable period of time. Added remuneration was practically assured "as conditions permit."

The following represents the real punch line: "the Executive Committee is compelled to urge all members of the Board of Trustees, with the assistance of Members of the Corporation, to secure funds for the school . . ."

Thus by April 16, 1948, all were alerted to the directions the meetings would take. Plans for the school and problems were discussed. Mr. Brewster expressed confidence in the future under the direction of Bob Kimball who continued to make an excellent impression.

John Hinman took exception to a committee being appointed to raise funds as he favored group action. No committee was appointed. John emphasized his desire to see current requirements met (some $20,000) by September, as well as securing building funds for the future.

It is interesting to note that by the first of April the new Annex renovation was underway at an estimated cost of $5,033, plus a 5% bonus if finished by July 1st. This was the first major building project. As Hap wrote: ". . . the psychology of that fact is far reaching . . . it demonstrates action . . . progress."

It also demonstrated to the groups meeting April 16th that Hap waited for no man and that funds better be raised.

E. M. Hopkins, whose words were always welcome, had this to say: "Compared with similar projects Cardigan's progress has been good and needs no apologies. If you do not go ahead, you cannot get increased means . . . and if you do not get increased means, you cannot go ahead." Later he said: "The surest signs of growth are that imperative needs keep rising."

As one looks over this whole gamut of accomplishment, the intense loyalty and continued and substantial contributions by the members of the Cardigan School official family is extraordinary. The Scholarship Fund continued to grow as Hap Hinman added $1,000 to bring the total to $6,300.

During June and after the semi-annual meetings at the Algonquin Club in Boston had passed into history, John Hinman contributed $1,000, while Harvey Hood added another $1,000 for carrying out the renovation program.

Two years previous to this second year of the school actually in session, Ned Robinson had uncovered a source for scholarship money which in spite of excellent presentations seemed to have made no impression. However, the "source" became alive with interest through the persistent effort of Bill Brewster, Ned French and President Hinman. Thus it was that the Lindsay Foundation contributed a total of $2500 to be paid in installments of $500 each over the next five years.

E. M. Hopkins spoke of the publicity value of this gift as announced in the newspapers, for, as he wrote: ". . . The value of these scholarships does not lie so much in the money received as it does in the fact that Cardigan Mountain School is recognized as an active, deserving educational institution." However, the money value just at this juncture was in itself of really great value for it released funds for construction payments the deficits for which had mounted to relatively sizable proportions. The school was continuing to run behind in meeting current expenses. The goal of enrolling 50 boys seemed as far away as ever.

The disappointment in the enrollment figures was the greater because the new Annex had been finished so that there were actual accommodations for additional boys. The Lodge had been repainted and this along with the new paint on the Annex gave the school a very prosperous look.

The second school year drew to a close with the graduating of 7 boys who were privileged to be addressed by Bishop Dallas of the Protestant Episcopal Diocese of New Hampshire. Happy parents congratulated one and all connected with the administration of the school for stimulating the desire for education among their sons. The happiness of the collective gathering was enhanced by the graciousness of Headmaster Kimball and his charming wife.

Hardly had the sun set and the graduating boys left for their respective homes before the Executive Committee of the Trustees was called into session to discuss the raising of funds to complete the building and furnishing of the Annex.

The cost of the Annex had exceeded the original estimate of $5,033 to a figure nearer $11,000. But even so this additional investment was wise since a new building accommodating as many boys would cost nearly ten times as much. The Trustees and Member of the Corporation had taken satisfaction in learning from an Insurance Appraiser that the Lodge in which they had invested capital funds to the extent of some $20,000 could not be built as a new building for less than $100,000. Money might be hard to come by but it was most assuredly being spent wisely.

The question of enrollment was again rearing its ugly head. Certainly the school couldn't for long continue to operate at a yearly loss of $5,000 to $10,000. At the Trustee's Executive Committee meeting Headmaster Kimball who was in attendance "volunteered full responsibility for securing the necessary enrollment of 50 boys by September." There were those on the Board as a whole who questioned in their own minds whether this goal was obtainable without a highly concentrated drive of all concerned. The fact that Bob Kimball could give but one day a week because of his Camp affiliation added to the doubt. The feeling that the school must have a Headmaster who would devote his whole time toward the interests of the school was growing. This raised the question of additional salary for such a Headmaster, for all knew we could not get the man we wanted on the salary paid our Headmasters the last two years. Bob Kimball had done well and the fact we could not ask him to give up his direction of Camp Kiniya on Lake Champlain was no fault of his. To some it seemed we had reached an impasse, expecially those to whom a summer camp of our own seemed the sound solution for utilizing the year round plant and equipment. However, at the time we went along with Bob Kimball's conviction as related in the minutes of the Executive Committee meeting held June 10, 1948, that "On the question of summer use of the property . . . entrance into the highly competitive summer camp field is not feasible, but that operation of a *school* during the summer may be a desirable possibility for the future." This was not the last to be heard as to a summer camp for other years at least.

The need for money did not cease with the ending of the

school year. The Finance Committee of Messrs. Hinman, Brewster and Hayward met on June 21, 1948, and authorized the Treasurer, Harold P. Hinman to negotiate a loan up to and not exceeding $10,000 to pay for construction and renovation of the Annex.

One matter which the hard working Hap Hinman had disposed of during the summer was the termination of leased houses on Canaan Street. While these did serve a useful purpose they were a source of contention by Corporation Members and some Trustees who disliked the payment of much needed funds for any such purposes.

The Year

September 1948 through August 1949

So it was that the summer flew by and the Kimballs returned from their summer camp on Lake Champlain and the Peaches from Cambridge, Mass., where Ted Peach had attended the Harvard Summer School. Food, books and furnishings for the new Annex arrived via different means of transportation. But what enrollment was the school to enjoy? There was the rub! The School opened on September 16th with 31 boys in attendance. Five in this number were day students. This meant another prospective deficit of some $8,000.

It is remarkable in retrospect to know that on October 8, 1948 the Trustees and Members of the Corporation had unusually good meetings which were thoroughly enjoyed by those in attendance even with cold fall rains drenching you the minute you stuck your head out of the door. It was a delight to see the boys already organized for the new year. They were bright looking fellows and they made you glad you could mingle with them. The Kimballs and the Peaches with the other three faculty couples with their eagerness and enthusiasm made one forget there was no sunshine outside.

One of the faculty wives had returned to Canaan Street hoping that the feeling little short of claustrophobia she had experienced the year before might not recur. She had never given any evidence of the struggle raging within, for she liked the boys and looked forward to the prospects of a new school up on the Point. Suddenly on this black, rainy night and with two couples whom she counted among her closest friends in the Cardigan family, a wave of defeat overwhelmed her. There was affection and understanding among those with her. There was also the feeling in the heart of one closely connected with the school that here was an omen for the future. It was a pretty sad occasion all of which was held in strictest confidence. The only reason for mentioning it now is to point up the fact that we were asking young people to sacrifice too much to expect them to remain with the school any length of time. This was a matter discussed no

end at the Trustee meetings. We lost good teaching material for superficial reasons; the turnover was becoming the deep concern of all. Some knew that night we were going to lose more; but to what extent no one could have known.

At the combined meeting of the Trustees and Members of the Corporation deficits were discussed; enrollment came in for its share of attention. The completion of the renovation program was good news. Without too much imagination one could believe there was a feeling of optimism for the future of the school with the exception of one person. It was good to have one the likes of Phil Allen in the group. He wasn't too sure he felt enthusiastic over the prospects for the Cardigan Mountain School. He had the courage of his convictions. He implied that were it not for his confidence and admiration for "Hop" (E. M. Hopkins) and "Ned" (E. S. French), he wouldn't want to face the future of the school on the basis of what he had heard. The continuing inability to increase enrollment and to meet current expenses were not to his liking; nor did he like the building on the Point which he thought architecturally was abominable. What was the sense he argued of "pouring money" into the Mansion when we couldn't operate successfully with what we had down on Canaan Street. These points had just enough validity to challenge the best thinking on the part of all directly connected with the school and it is safe to say Mr. Allen enjoyed seeing his friend Ernest Martin Hopkins rise to the occasion saying: ". . . let's not judge the destiny of this project entirely on the speed with which we realize all that we strive for. Actually, we are off to a wonderful start!" These differences of opinion were the life of the unusually good meetings held semi-annually and in truth were the life of the school, for, to paraphrase a well known TV advertising slogan, these men ". . . cared enough to give their very best" both in thought and deed.

Two gifts were announced at this meeting: $500 from Jim Campbell, and $1,000 from Arthur Williams. Announcement followed in Hap Hinman's November 15th Bulletin of another $500 gift from Charlie Cotting.

It is interesting to note in the sequence of events connected with this educational venture there always seemed to

be certainties matching uncertainties. Important as money was to the school there could easily have been those who in the secrecy of their own minds might have questioned whether or not Cardigan Mountain School represented any contribution to boys' lives. So, it was gratifying at this particular time to have verbal bouquets come our way. The Christian Science Monitor wrote: "You are to be congratulated on the splendid progress made in such a short space of time." Also, from an Harper's Bazaar Magazine interviewer: "I was very favorably impressed by all I saw . . . there is everything to make the boys comfortable and happy. Their surroundings could not be more to the taste of a discriminating person. . . ." The Boston Sunday Post headed a feature article on the school: "School to inspire old Yankee virtues." It was good to know that on the outside favorable words were being passed around about the Cardigan Mountain School.

On October 15th the School lost one of its most loyal and interested benefactors through the death of Richard J. Cullen. This was a great personal loss to John Hinman who was with him to the end. It was because of Mr. Cullen's great regard and affection for John that his interest paralleled John's in Cardigan. Even in death was Cardigan to benefit. Over a period of time John Hinman had been interesting a Mr. D. S. Gottesman in making a scholarship award to the school. Mr. Gottesman beside being a personal friend of John's and the late Dick Cullen was a leading industrialist and philanthropist. He was an idealist and a humanist interested in youth. He made a gift of $10,000 in total, or $2,000 each year for five years to enhance the scholarship fund. This was to be known as The Cullen Scholarship Fund to Perpetuate the Name of Richard J. Cullen.

It must be evident that the Cardigan Mountain School was benefiting more and more by the early conviction that to be successful the school must attract a nucleus of interest of sufficient prestige to appeal to an ever widening group of influential men. This was not an original idea but certainly few schools can point to as successful an application of the idea as Cardigan experienced and continues to experience. It might well be the hope that posterity jealously guard against any diminution of this original high resolve.

One benefactor of the school continued a steady and highly appreciated support under the title of "Anonymous." May he attract other influential anonymouses! If mystery should enter into a story to hold reader interest we submit this generous character as our number one candidate. The records show that on November 24, 1948, another gift of $500 was announced as coming from this same source from which others periodically have emanated. The only clue is that the giver has an uncanny sense of timing. More power to him . . . or her!

On December 3, 1948, a unique gift to the school was announced — an audio-visual unit, from Dr. Ernest M. Hopkins. As Hap Hinman said: ". . . . this is a forward step which places Cardigan Mountain School in the relatively small group of secondary schools privileged to enjoy . . . material integrated with the courses. Dr. Hopkins was of the opinion that the use of films can supplement the instructor to the extent that will make his work many times more effective." He felt, too, that this would make Cardigan a better school for it would add to the enjoyment of teachers and teaching. He well knew that the reaction from the boys themselves would be most favorable. This was all in line with "Hop's" belief that the opportunity existed for making Cardigan a distinctive school.

The Christmas season was near at hand on the campus. A Glee Club trained by Mrs. Mullis was practicing faithfully, for Carols were to be sung up and down Canaan Street. A Christmas tree and all the trimmings were being readied. Bob and Virginia Kimball had issued invitations to the parents of the boys to come to the school and spend the day and night with their progeny before the beginning of the Christmas Holiday. The response was gratifying and the parents were shown first hand how Cardigan "provides important things in a boy's life that are necessary . . ." over and above studying. The party was a success if for no other reason than bringing the parents closer to the school.

A new calendar year, 1949, was celebrated by summarizing the previous year-end gifts to the school:

John Hinman	$2,000.00
Harvey Hood	$1,000.00

Elbert H. Neese $1,000.00
H. R. Weaver . . . . . $ 100.00
R. C. Hopkins . . . . . $ 100.00

While contributions such as these, and others throughout the year, never seemed to catch up with the varying needs of the school, they were of inestimable psychological value especially to our President, Hap Hinman. It was the team play which Hap emphasized as being the all important part in the school's progress. Among the givers of money some gave more, others gave less; among the givers of time to the school the same relative situation existed. The fact that almost all were showing an active interest was the tonic which drove Hap on in his own indomitable way.

By the time of the April 22, 1949, meeting, Hap was carrying much on his mind. The financial picture was not favorable. In studying the situation, the Trustees learned $13,000 was needed to finance the school through the summer toward which there was only $3,000 available. This was, of course, due to lack of enough enrollment with accompanying tuition to carry the load. The Trustees agreed "that some use of the school during the summer season should be secured." This brought up again the question of a full time Headmaster, for by now it was all too apparent that the school was losing ground through lack of year round direction from the Headmaster. The immediate stop-gap was the appointing of Ted Peach, upon the recommendation of Mr. Kimball to be in residence at the school the coming summer at an additional fee. There was discussion at long last as to better faculty housing. The Peach's baby was getting almost too big to continue sleeping in the top drawer of the bureau.

As a matter of record, it might be well at this point to list the names of the Trustees and Members of the Corporation attending these meetings for they in the main were the ones who had loyally supported these important Cardigan gatherings since the school started. The attendance of the official Cardigan family to these functions twice a year is indeed the envy of independent schools generally. The names of those gathering together on April 22, 1949, are:

Trustees:

H. P. HINMAN, *President*
R. C. HOPKINS, *Vice President*
SIDNEY C. HAYWARD, *Secretary*
WILLIAM R. BREWSTER
JAMES C. CAMPBELL
JOHN E. FOSTER

Corporation Members:

H. P. HINMAN, *President*
E. M. HOPKINS, *Presiding Officer*
CHARLES COTTING
ARTHUR WILLIAMS
E. S. FRENCH
JOHN HINMAN
HARVEY HOOD
E. K. ROBINSON
PHILIP ALLEN
DR. CRAWFORD HINMAN (Guest and son of John Hinman)

An interesting talk was given by Ted Peach, Assistant Headmaster, who informed us that the Honor Roll at the School had increased and that the entire school had an average of 80. He expressed appreciation to E. M. Hopkins for the audio-visual movie equipment which was being used as the donor had hoped it might and with encouraging results.

Mr. Robinson inquired (an inquiry which was on everyone's mind) as to what use was being made or was contemplated of the Haffenreffer Mansion. President Hinman replied that no use at the present was being made of this building, but that it was "planned to make full use of this excellent facility at a later date." Phil Allen was observed to squirm in his chair!

Enrollment showed 31 boys in attendance; 6 boys would graduate in June; 25 boys were expected to return as against 17 who had returned the previous fall. This was a long way from the goal set for 50.

Executive meetings were to follow to resolve the question of a new Headmaster and the deteriorating financial situation of the school.

These were probably the darkest days for our President. It was not easy to think of replacing Bob Kimball as Headmaster because Bob had done an admirable educational job at Cardigan. Few knew what Bob knew, which was that he could not ask Virginia, his wife, to take further punishment in the cramped living quarters afforded by the school; he realized he could not sign up as a full time Headmaster at Cardigan.

Virginia was an extravert which was one of her great assets. The fact that Bob today is the successful Headmaster of The Town School for Boys, in San Francisco, but proves the wisdom of his resignation from Cardigan. Many of us would like to sample Virginia's hospitality again. Cardigan will always be indebted to this fine couple.

In April, 1949, Headmaster Kimball had reported the school needed $9,277.12 with which to operate through that current year ending in early June; also another $3,800 for the period from the school's closing to its reopening in September. These figures did not include any funds for improvements and changes he had recommended in his Headmaster's letter. The school had $2,718.68 in the Endowment Fund resulting from 5% set aside from tuitions paid in over the last two years. In another account there was $4,256.50 of which $1,000 represented one half of the Gottesman gift allocated for scholarships in the latter half of 1949.

No one needed to tell Hap Hinman the school needed money and as if to prove it he dug down into his own pocket again to come up with $1,000. — for Cardigan. As Bill Brewster would say: "Boy! Those Hinman brothers are something, aren't they?"

From the Building Fund $3,200 was taken to add to Hap's gift to pay salaries included in the projected $9,277.12. Now $5,000 was needed to carry the school through June 10th, the closing day.

There is no record available to the writer of what happened in a situation such as this, but the important thing is that through some mysterious means, Charles Cotting decided to give Cardigan $250., John Hinman donated $3,000, Arthur Williams $1,000, John Foster sent $200 and our old friend Anonymous added $1,000. Of course, it was no secret the school needed money, but was it just by chance six individuals in less than three months gave a total of some $6,000?

This was the continuing and wonderful story of this school's progress. There were other gifts to further prove the interest in Cardigan. Jim Campbell who was always looking around to see how he could enhance the happiness of the boys offered the school two fine saddle horses only to learn our stables were closed. He accepted this turn down with good grace

and smilingly added: "I guess it is more important to be able to feed the boys well than have horses eat us out of house and home." Sid Hayward presented the school with a boy's delight; the *Hunter's Encyclopedia*, a book of 1150 pages of every phase of hunting, fishing, etc. Mr. and Mrs. Fred L. Cheever of Cape Cod gave a wire recording unit which was useful for class room development of speech.

Mr. Phillip Allen had written his friend E. M. Hopkins early in June, 1949, seeking answers to questions arising in his countinuing efforts to interest boys and boys' parents in the Cardigan Mountain School. We feel Hopkins' letter covers so thoroughly the questions continually put to all of us now, and we believe will be in the future, as to warrant submitting it as a creed of Cardigan.

LETTER FROM HOP TO PHIL ALLEN

June 9, 1949

Dear Phil:

I have just returned from a fishing trip to Canada, up at the St. Bernard Club, with various friends, including Ned French and Laurence Whittemore, hence the delay in commenting on your letter of June 2 to Harold Hinman, of which you kindly sent me a copy.

I want to comment particularly upon your statement about inability to interest your friends in sending a young boy to the Cardigan Mountain School, and to answer your questions as to why any parent should send his or her boy away to any school at the tender age of ten to fourteen. My answer to these comments would be that I should expect your experience among your own friends to be what you have found it, and that furthermore I should argue strenuously that there was no reason at all for sending a boy away to a school, either of this sort or any other, if home conditions were such that he could be maintained there happily.

This phrase, however, in regard to home conditions being such that a boy could be maintained happily there is subject to interpretation, and interpretation could well come from a study of the reasons why the boys in Cardigan at the present time are enrolled there. First, boys from rural homes whose parents have a desire to send them to college but who live in communities where the local school advantages are not such that their sons could receive adequate preparation for getting into any first class preparatory school without the loss of one or two years.

Second, boys from metropolitan areas whose parents realize that in their residential section there is no possibility for their sons to have normal boyhoods either socially or recreationally.

Third, boys from homes where there is a dominant personality represented by an older brother or sister.

Fourth, boys who have a potential ability which is in process of being crushed through their inability to take the initiative in large classes such as characterize many, if not most of the public schools, and other boys of potential ability who are given no challenge in free schools because of the poor quality of the teachers who are attracted into teaching only by the present salary scales.

Fifth, boys in families where there are personality clashes either between father and mother or between one parent and the son.

Such are the characterizations of certain homes in every community and often times to the outsider these homes appear perfectly normal. Nevertheless, there are or have been boys in Cardigan from each one of these classifications, and mighty fine boys, too.

My experience, however, in the thirty years that I was in academic administrative work made plain to me that there were a host of people outside any one of these classifications where the boy's interest as well as the interests of the parents were in finding the best substitute for home life that could be found.

It isn't simply the child of parents of a broken home where the mother has to work under circumstances that deny her any real supervision over her child, or where the father is left with responsibilities which for financial or other reasons he is incapable of meeting, but it is likewise the child who is a son of families in the armed services, the child who is a son of missionaries who want their children educated in this country, and the children not infrequently of career diplomats. I would hesitate to generalize in regard to the numbers of these, but they are very large.

Personally, I would expect it to be very rarely that parents living together in harmony, with opportunities for a normal home life, would be sending children of that age away to school. On the other hand, any understanding parent who is constantly moving about would have to consider the relative interests for his son in moving about with the family or in spending the nine months of the school year in cumulatively developing progress in orderly fashion so far as educational instructions are concerned.

At Dartmouth we became reluctantly convinced by the data which turned up year by year that as a college prospect the boy was undesirable who had been shifted from school to school four to five times in the pre-preparatory and preparatory school stage.

The broken homes proposition, which is becoming increasingly

large in dimensions year by year is something else again, but I have known a lot of fathers and mothers sincerely solicitous for their children's interests, who have wanted more than anything else to be reassured in regard to the opportunities of an educational nature available to them.

I understand at this point you may repeat your query as to why the school doesn't grow faster, and if you do I should repeat my assertion that it is growing faster than could have been normally expected. In so important a matter as a boy's school, a parent, even a fairly desperate one, is suspicious of new enterprises in a field where tradition has always been so much emphasized. I do not doubt at all that the few schools catering to a like clientele in the country which have prestige of years behind them are, as they claim, turning away considerable numbers of boys of this pre-preparatory age. This can all be true without the parents being convinced that he wants to make the investment required in a project like the Cardigan Mountain School until it has a few more years of experience as a background.

The analogy is very fallacious in a number of respects, but it is somewhat justifiable as a comparison between Yale and Devens. A parent might perfectly well be prepared to send his boy to Yale and yet hesitate to send him to Devens or Sampson or some such newly established institution without background and without prestige. The analogy breaks down, however, in that comparatively the Cardigan Mountain School has more to offer compared with the best in its field than have any of these fly-by-night institutions of the collegiate level which have been developed largely by the G. I. Bill.

Please don't feel under the slightest necessity of replying to this screed. What I started out to do and wanted to do was simply to say that I did not think that the Cardigan Mountain School would ever apply to anything but the smallest proportion of homes such as those to which you refer.

Meanwhile there is a satisfaction in sitting down and discussing the matter quietly with you in which I have been happy to indulge myself.

Yours very sincerely,

ERNEST M. HOPKINS

Phillip R. Allen, Esq.
Walpole, Massachusetts

The Year

September 1949 Through August 1950

The minutes of the Executive Meeting held on August 31, 1949, show the seriousness of the situation confronting the school. All financial reserves had been used up. President Hinman pointed out no net progress in enrollment had been made in four years. The discouraging part was this fall the school was opening with but 31 boys and this total included 6 local boys. The total boys from outside of Canaan was 25 or the number which entered the first year. Various proposals were discussed for the Trustees to consider and recommend for increased enrollment, by the time of the Annual Meeting in October.

The meeting on October 13th was well attended. All were sorry to learn that Mr. and Mrs. Edward Peach had submitted a letter stating their unavailability for the position of Headmaster for next year. Ted and Dolly Peach were a very popular couple both on and off the campus. Ted had been thought of as the one to step in when Bob Kimball left his position as Headmaster. Now the school had no one in mind. Needless to say, it was moved and voted by the Trustees "That the Executive Committee and Mr. Kenerson be authorized to seek a new Headmaster and report to the Trustees."

Sid Hayward was to write later so perceptively: ". . . one young Headmaster succeeded another, finances were a constant and harassing problem, the Trustees could never meet without facing an agenda of one problem after another . . . no blue sky to be seen, only the gray clouds of worry and concern about whether the project could succeed which everyone was determined it would, most of all President Hinman."

How true a picture! The remarkable part was the poise shown by President Hinman. He told of the new members joining the Cardigan faculty, "all young and enthusiastic . . . round out the best staff to date at Cardigan." The Financial Report was accepted and placed on file. It was

agreed to write off some of the accounts receivable. As one member said: "As I sat and saw and heard everything running so smoothly I wondered if I felt like the fellow who is served a juicy sirloin just before the execution!"

Another school year was underway. If we couldn't find a new Headmaster by the end of the year we'd call the old pro William R. Brewster back to carry on. What an insurance it is to have Bill Brewster smiling and saying: "Why you don't know what troubles are yet!" And to have E. M. Hopkins add he doesn't see why there is so much concern, everyone is too impatient . . . the school is going ahead. He backed up his faith in the school by presenting it with another $500 — "for new films that will be desirable for the audio-visual program."

On October 31st it was announced that an increase from $2500 to $3000 from the Lindsay Foundation was effective. Another sign of confidence in Cardigan. Also, the President announced a Retirement Fund for faculty members whereby Cardigan donates 5% of salary against 5% from individual faculty members. Also, that about $3,000 for capitol improvements would be spent. Indeed it didn't look as though much was wrong that could not be taken care of.

One thing that had to be thought of and acted upon at once was the depletion of furniture and furnishing which would take place when the Kimballs moved out. The Austins also wished to terminate their loan of furnishings the coming spring. Certainly the first floor elegance would be gone. The Trustees voted to have Jim Campbell and John Kenerson solve this important problem. The records aren't too clear as to how Johnny Kenerson raised $300 toward this end. Jim Campbell got wind of an estate liquidation, sought out the principals, saw the furniture, etc. up for sale, liked it, bought it, and the school was again equipped to carry on with that hospitable appearance so necessary as a first impression on prospective applicants and their parents. When Jim Campbell was asked how much more than the available $300 was necessary to make so wholesale a purchase he tossed off the easy answer that the Estate Trustees "were awfully nice people." We venture to say that people were nice in Jim's eye-sight because he was that way himself. But later we were to learn

much more of Jim's adroitness in interesting himself in estate matters.

The fall of 1949 brought out more evidences of confidence in the Cardigan Mountain School. Once again John Hinman's friend Elbert E. Neese, President of the Beloit (Wisconsin) Iron Works gave the school $1,000 because he believed "America's future lies in the sound education of its youth in their formative years." Senator Ralph Flanders donated a very useful book entitled *Trees*, published by the U. S. Department of Agriculture. This is the kind of book in the school library which boys would find of interest in both their curricular and extra curricular projects. Dr. Emile Boulanger a member of the Nashua, New Hampshire School Board and his wife showed their appreciation for what the school was doing for their son then in the Sixth Grade. "His most recent letter which arrived yesterday shows he had matured mentally . . . he described his life there in terms which really gave us . . . a picture, and even analized how he thought he was getting along with his work. This is entirely new in his letters. . . . He seems extremely happy there . . . You must have a competent staff . . . Our sincere appreciation goes to you . . ."

These were hopeful signs to President Hinman who, as always, faithfully reported them in his Bulletin to the Members of the Corporation and Trustees. He also reminded one and all that the school would like to be remembered by those toward the end of the calendar year who were wont to support with cash worthy endeavors! Hap Hinman would be the last to take credit for contributions which he was sure would come in anyway, but he was no less appreciative in reporting the following in December, 1949:

$ 500.00 — E. S. French
$1000.00 — John H. Hinman
$ 500.00 — E. M. Hopkins
$1000.00 — Mr. and Mrs. Harvey P. Hood
$1000.00 — Anonymous

The second year contributions from the Gottesman Foundation of $2,000 stretching over a five year period was accompanied by the following comment: "We are indeed pleased

with the distribution you have made and feel confident that the funds are being used to great advantage."

A note from E. M. Hopkins read in part: ". . . I am so much a believer in this audio-visual program that I want to be sure that all needful facilities in it are available to you."

Hap Hinman in his New Year's salute to the men behind the Cardigan School wrote: "It is a grand collection of business and professional men who are backing this school . . . . and with the next four years promising to show as much advancement as the first four years, you are going to take increasing pride in what you have created and made possible." How true this prophecy was to be no one then could have imagined.

The boys themselves were working hard toward their education. They were getting the utmost out of their outdoor activities. In the fall these had consisted of hikes, bicycle trips, athletics, clearing up the brook at the Old Mill, sailing and canoeing more than ever. They had built ski trails now being used in the winter. All this had been done through the able leadership of Bill Coolidge of the faculty. Scholastically, there were eight boys on the Honor Roll. Cardigan teachers were by no means easy markers.

The new year was now well on its way. A special committee was still screening candidates for a new Headmaster. Along with this action was increasing regret as the time grew nearer when Bob and Virginia Kimball along with Ted and Dolly Peach would be leaving. They had been held in high regard by all, and their loss would be surely felt.

Announcement came of the date for the semi-annual meeting at the Algonquin Club in Boston, April 24, 1950. Recognition was again made of the material hospitality of E. S. French in "picking up the check" and arranging the details for these meetings each year since 1945 at this exclusive club. At a meeting of another year a facetious resolution was drawn up thanking Ned French "for his hospitality for previous years and all the years to come!" This is as good a time as any to bespeak the gratitude of all members of the Cardigan family for Ned's wise council and the innumerable times he has aided the school quietly, so quietly in fact that the accomplishments he effected are nowhere reported. There

isn't much about New England he doesn't know but New England is continually hoping to know more of him. The school benefits by his membership in the Corporation as he has a reputation for allying himself with operations he helps make successful; and has a high degree of selectivity of projects he cares to sponsor. At the Corporation Meetings he will hardly be seated before he will close his eyes. Were one to think this action denoted weariness or disinterest he himself would be due for a surprised awakening. The writer recalls a time when discussion had about reached the voting stage when Ned opened his eyes and quietly said: "I see no need for such a resolution." He seemingly had been unconscious during the whole discussion, but bided his time 'til he could most effectively prove his point. The matter was dropped.

Special interest in the April 24th meeting stemmed from the probability of meeting the candidate for Headmaster. . . . President Hinman had received a check for $1,000 from Arthur Williams who expressed his regret over missing the coming meeting. . . . Congratulations were due Charles Cotting on being made President of Lee Higginson, along with Harvey Hood who had been elected to the Directorate of the New England Telephone Company.

"Wilfred Clark made a favorable impression. He will take over at mid-June as the new Headmaster." Thus was a new era announced in President Hinman's Bulletin of May 11, 1950.

The trustees at their April 24th meeting voted not to increase the tuition at this time from the original figure of $1,275; nor was the total school insurance increased beyond $48,300. The disciplinary action of dismissing a boy from school by the Headmaster was approved. With total enrollment still less than 35 it was even more tragic to lose a boy by such drastic action. In view of the breaking down of discipline all over the country this dismissal was of more than ordinary significance. For the first time a summer school camp was to be inaugurated. Mr. Clark, who at this time was merely an observer created real hope by expressing his confidence that such a venture would be successful.

The minutes of the meeting of the Members of the Corporation show that it was moved and voted that "the Board . . . hereby expresses its appreciation for the contribution that

Robert E. Kimball has made to the improvement and upbuilding of Cardigan Mountain School during his three years as Headmaster. The Board offers its best wishes for his future success and thanks for a job well done."

There existed a sort of feeling . . . "the king is dead, long live the king"; and while there was no celebration over the change in the school leadership there was a kind of exhilaration no doubt prompted by the hope Headmaster Clark would break through the enrollment barrier beyond which no progress had been made. While this need for more boys continued there were the most gratifying words from the outside that Cardigan boys who had graduated were bringing credit to the school by their work in preparatory schools to which they had gone from Cardigan. To illustrate, the father of a Cardigan graduate received the following interesting comment from Headmaster James Wickenden of Tabor Academy: "I am enclosing Henry's marks for the winter term (Ed. — average 95.5). He is doing a perfectly outstanding job this year. . . . This is a result of excellent study habits, fine application and a fine sense of duty and what his job is. I had already written Mr. Kimball (Cardigan Headmaster) and I am writing him again, telling him what a fine preparation Henry was given to have him do so well here. . . . he is popular with the old boys and with the new boys, and is thoroughly respected by them."

Headmaster Robert M. Kimball's last official act for the Cardigan Mountain School was presiding at the Commencement Exercises held June 7, 1950. A moving incident occurred when Bob and Virginia Kimball were presented a beautiful Paul Revere silver pitcher from the boys and faculty of the school. This but seemed to enhance Virginia Kimball's gracious charm as hostess at the delicious luncheon served on the lawn by the Lodge.

One fact made this Commencement special. This graduating class had within its members boys who had attended and completed four years of work at Cardigan.

President Hinman writing the Members of the Corporation and Trustees of the consolidating gains made within the school for that current year stressed, and rightly so, the highest scholastic average for the entire student body . . . most boys

on the High Honor Roll . . . and the largest graduating class up to that time.

John Hinman as if to show his appreciation for what had been accomplished gave the school $2,500. . . . Hap broke down his reticence about his own brother, modestly stated: "It is not easy to appraise the significance of John's many contributions." There is no question but had this statement been made before the assembled membership of the Corporation and Trustees the answering chorus would have been: "You can say that again!"

The fourth school year had closed and really the school had come a long way. All the greater would have been the contrast on the part of an observer who saw a depleted first floor of the Lodge with furniture outside being hustled into a moving van or carried over to the Austin home across the street. Indeed it had all the appearance of a tenant being dispossessed. But, as previously shown, all this had been anticipated. John Kenerson and Jim Campbell had applied themselves to the solution and thanks to them the first floor was soon rehabilitated. Once again Jim Campbell, who had originally been brought into the Cardigan family by Bill Brewster as a member of the first Board of Trustees, seemed providentially destined to serve Cardigan at times of her greatest need. We need not go into the financial status again for the whole emphasis was on getting enough income to meet current expenses. Certainly this was no time to be faced with the problem of furnishing the huge first floor of the Lodge which up to now had been the one part of the school we could show off without apology. Jim Campbell, as he almost bashfully made known was a Trustee of the Johnston Estate. He thought some of the furniture would look well in the Lodge. Mrs. Lily Johnston for sentimental reasons hated to have pieces which had been so much of her past life just scattered to the four winds. She liked Jim's suggestion of placing these in a young boys' school. So, Cardigan got sixteen pieces of furniture, rugs, etc., all of which blended nicely in the Lodge's first floor. Then to top it off a gift of $5,000 was presented to Cardigan by Mrs. Lily Johnston herself. Who is to deny that truth is stranger than fiction!

Jim, apparently feeling that the interest he had aroused

in Mrs. Johnston for the Cardigan Mountain School was not the complete measure of his own, proceeded to give Cardigan $2,000, a large and much needed safe, a new typewriter, a 16 foot sailboat and a new Chevrolet pick-up truck!

The writer recalls many heart to heart talks with Jim Campbell before we found ourselves together on Cardigan's Board of Trustees. Jim once said: "If there is one man above all others in this world for whom I have the most affectionate regard it is William R. Brewster." Bill Brewster made Jim a part of Cardigan and that was all Jim needed to know.

The Year

September 1950 Through August 1951

In his September 14, 1950, Bulletin, we find President Hinman in a philosophical mood. He reviews the fact that "the first four years now have witnessed the founding and operation of a new school from scratch . . . that mistakes through omission and commission have been made . . . problems, headaches, an occasional crisis have been met successfully . . . we all know a lot of things we didn't know four years ago."

It was good at this time to be reminded of these facts by our President and to again read an ever recurring note, i.e., "Never forget this . . . you men of the business and professional world are pioneering something in the field of education that is refreshing, valuable . . . something with which you can associate yourself in increasing pride and satisfaction as the years pass."

This was a reflection of Hap's unbounding love for the school and it showed in his increased enthusiasm in meeting whatever the future had to offer. There was a touch of exhilaration in his feeling a new era was starting. He writes as of September 14, 1950, ". . . We have in 'Dutch' Clark a terrific worker, an enthusiast, a man with vision and enough ideas to keep the writer (Hap) a bit befuddled, but happily so. . . . He has done a remarkable job . . . on August 4th we had 20 boys, on September 12th we have 34 . . . We have a feeling of greater confidence. . . ."

Wilfred ("Dutch") Clark was a graduate of Dartmouth College in the Class of 1925. He came to Cardigan from the exclusive and well endowed St. George School of Newport, Rhode Island. He was well recommended and was brought to our attention through the good work of our own John Kenerson who knows much about secondary schools of New England and their personnel.

At this time Headmaster Clark began to get an inkling of the kind of support Cardigan had, for, in the first place a $3,000 award came for the third consecutive year from the

Agnes M. Lindsay Trust. Then out of the blue there was announced an unrestricted gift of $10,000 from the Estate of the late Richard J. Cullen. This truly was typical of the generosity which the school had come to think of from this great friend of Cardigan. Almost immediately $1,451.99 was used to pay the Lewis note given at the time of the Lodge purchase. The balance of the gift was placed in the Savings Account.

On October 21st the official meeting of the Corporation Members and Board of Trustees was held to carry out the mandates of the September 21st, 1950, meeting, presided over by E. M. Hopkins, when it was voted to recommend to the Trustees to accept as of October 21st, 1950 the offer of the Tenney property as a gift to the school. E. S. French had stimulated this generous gift by Mr. Tenney. Minor needs such as a new dishwasher, a mixer, a meat grinder were among things suggested as possible great aids to the more efficient operation of the school kitchen. Arthur Williams immediately offered to donate the dishwasher while John Hinman told those assembled he would present the school with a mixer and a meat grinder. These proffers of assistance were gratefully accepted by President Hinman. All present knew how deserving Clancy, the school's famous Chef, was of these aids.

Cardigan Mountain School now had 34 boys and as of October 14th it was learned the 35th boy would arrive the following week. It was something to reach the enrollment barrier of 35 boys. Hopefully everyone was now looking to a breaching of that barrier.

President Hinman wrote of "the tremendously improved spirit and morale of the school . . . over anything we have ever enjoyed in the past. You sense it everywhere . . . among the faculty, boys, staff . . . you see tangible evidence of it."

Headmaster Clark had submitted a written report explaining in detail his suggestion for a summer school and camp. One had the feeling that at long last there was the will to utilize nature's great assets at Cardigan for such a summer school.

As if nature was rebelling against a lack of appreciation for all Cardigan was seemingly taking for granted, she struck with

devastating force through the medium of a hurricane on November 25th. The Lodge lost the entire roof on the east side . . . water ran from the roof down three floors to the basement, ruining plaster walls. Hap reports that the Sibleys and Stewart Petrie, only members of the faculty in residence at the time, during the Thanksgiving vacation, worked frantically all night to save books, mattresses, bedding and boys' clothes.

President Hinman lost no time in getting in touch with insurance companies and through their cooperation two adjusters arrived accompanied by agents. Thus the Tuesday after the Sunday storm final adjustments were agreed upon to the extent of $1,917.50 damage. Reconstruction went forward at once. An additional $5,000 insurance on the Lodge was taken out.

After the storm had passed the boys seemed little concerned that because of a lack of electricity all study periods the following Monday and Tuesday nights were cancelled. Hap's one kerosene lamp shone like a light-house beam down Canaan Street for two very dark nights.

This year was no exception in the calibre of bright boys with timely senses of humor. Word got out that the Tenney Vacation Home in Canaan with its acres of land, buildings and their contents had been given to the school, but that the Trustees couldn't decide what to do with it all. "That's easy," said one of the more articulate youngsters, "turn it into a girls' school!"

One oddity in connection with the fine gift of the Tenney property was in finding, after the school was made secure again following the hurricane, that the insurance on the Tenney property had been cancelled. The storm could not have hit at a more inopportune time. An investment of $471.00 was promptly made for new insurance policies.

In early December the school was the recipient of two gifts of $500 each from E. S. French and E. M. Hopkins. The third of five installments of $2,000 each came from the Gottesman Foundation on the Cullen Memorial Fund.

In the Bulletin under date of January 22, 1951, Hap Hinman reports: ". . . the year end (1950) gifts amounting to $2,051.36 were from Mr. and Mrs. Harvey P. Hood, Elbert H.

Neese, and Robert C. Hopkins. This money has been carefully earmarked for next April when operational income runs low."

In order to start a summer school the next July, $500.00 was voted to Headmaster Clark.

These last two paragraphs should be specially noted for they represent a definite turn in school financing since money was being put aside to meet *future* crises.

It was but a month later when President Hinman was able to report that the 36th boy had been enrolled in the Cardigan Mountain School. There seemed to be indications that the school was pulling itself up by its boot straps and would before too long be standing on its own feet. Little wonder that the minutes of the May 14th meeting state that ". . . it was agreed by all members of the Board of Trustees that the new Headmaster and his wife have done a splendid job in their first year . . . and that appreciation be extended to Mr. and Mrs. Clark for their industrious and capable work in the first year of their administration of the school."

In this connection it is interesting to note that the need for a Headmaster's house was reviewed. In a later meeting of the Corporation, it was agreed that the Tenney Estate should be sold as soon as possible (at the best available offer) in order to have the proceeds from disposition of this asset available for other uses. The boys at school must have been disappointed in the following cryptic statement that "no use of the property is contemplated . . ." There went their hope for a nearby girls' school!

At an Executive Meeting on August 10, 1951, a deficit once again reared its ugly head. The school was running about $6,000 over income. It was therefore moved and voted to increase the tuition that next year to $1,375 annually.

The summer school was actually operating but with only five boys; not enough to make the session financially solvent. President Hinman saw that there was some good in this operation, however, since it gave employment to our best teachers; also it was a test of the value of a summer school session. A small indication was the enrollment of one boy from the summer session to the formal school opening in the fall.

The Commencement in June had marked the end of an interesting year. A new department headed up by Miss Dorothy Emerson to help youngsters through remedial reading had been highly successful. She taught seven boys individually and supervised a Practice Session in Silent Speed Reading for a dozen older boys two afternoons a week.

Finding Miss Emerson was one of Headmaster Clark's very real contributions to Cardigan.

The Faculty and Staff voted unanimously to enroll in Social Security.

Gifts of $2,000 from John Hinman and $3,000 from the Agnes M. Lindsay Fund were appreciatively acknowledged . . . to John Hinman because he had done once more what he had so often done previously; and to the Agnes M. Lindsay Fund because this represented a gift from "a non-active sponsor not directly connected with our school."

In the death of Colonel Charles H. Tenney in Springfield, Massachusetts, on February 7, 1951, Cardigan lost an interested and loyal friend and will long be indebted to him for his generosity to the school.

The Year

September 1951 Through August 1952

Another school year got underway with but 29 boys although after a while two more boys enrolled. However, at the Annual Meeting on October 5, 1951, two of the three main subjects under discussion were enrollment and finances. As to the former, it was agreed that Headmaster Clark must be freed from routine which might interfere with travel, field work and personal interviews with parents of prospective boys to the end that enrollment be strengthened during the coming year.

On the question of finances it was also agreed that by gaining the desired enrollment most of the present financial problems would be solved. This was getting to be an old and frustrating theme. The Tenney property which had been appraised at $30,000 was attracting no purchasers at that price. In face of the heavy carrying charges on both the Tenney and Haffenreffer Properties it was felt that such charges even so were justified. Even stronger was the feeling that there should be no retrenchment from the long term policy of eventually developing a new plant up on the Point.

The old officers were re-elected to serve on the Board of Trustees for the ensuing year. Two new members elected were Charles A. Proctor of Hanover, N. H., and Jerald B. Newton of West Lebanon, N. H. These two men's backgrounds recommended them to the Board even without the enthusiastic commendation of their sponsors.

Charles A. Proctor, Physics Professor-Emeritus of Dartmouth, had worked with young men most of his life. He knew the art of teaching as well as that of playing since in his collegiate days he had been one of Dartmouth's all time star performers on the athletic fields. He understood as few men do the peculiar relationship which has to exist between instructor and pupil for both to be successful in their endeavors. Charles was most successful.

Jerald B. Newton, graduate of Wesleyan, is one of those fortunate men who, early in life, knew what he wanted to

prepare himself for and set out to do a thorough job. This he did by equipping himself well with his formal education at one of New England's better known colleges. From Wesleyan he decided to gain specific training in post-graduate work at Springfield from where he went directly into supervising the training of boys and young men. This led him eventually into summer camp work and specifically to the ownership and supervision of his own camp in Lyme, New Hampshire, where he has been most successful. There will be plenty more about Jerry later.

In discussing the date of the Annual Meeting it was moved and voted that it be changed to the first Friday in October.

With enrollment now having crept up to a total of 33 boys Hap Hinman indulged in his not too irregular hymn of praise followed by the soft touch. We are reminded that "Cardigan started six years ago without even a text book, a teacher, a roof, a prospective student . . . but with an idealistic desire to help boys in their formative years when they need help." He goes on to prove that . . . "deep down in the hearts of successful business and professional men is that desire to make America's citizens of the future . . ." He points to the fact that Cardigan has tangible and intangible assets far exceeding its liabilities after five years of actual operation . . . BUT ". . . the school needs a pick-up truck and a station wagon. . . ." The picture begins to darken a bit, for, in the first place, we did not have enough boys, we had excessive real estate consuming cash because of up-keep and taxes. In other words the school could well stand a little cold cash at this time.

Hap Hinman had always kept the Trustees and Members of the Corporation abreast of conditions. The picture had always been an honest one. He never let indebtedness reach a point beyond which he could not control it. He had built up confidence in his manner of administrating the affairs of the school. Thus the response at this time for some help was gratifying.

$ 500. — Arthur Williams

$1000. — J. E. Wood, President of Warner Electric Brake & Clutch Co. (a friend of John Hinman's)

$1000. — Harvey Hood

$ 500. — Charles Cotting
$ 500. — E. S. French
$ 500. — E. M. Hopkins
$ 50. — R. C. Hopkins
$2000. — Annual Gottesman Foundation

The writer would not give the impression these contributions came to the school in one mail or one week, but they came in time to give Hap Hinman a few restful nights he otherwise would not have had.

The May 22, 1952, meeting at the Algonquin Club in Boston was given over mainly to focussing attention to the Point as the future location of the school. The Corporation Members were in agreement with the Trustees' recommendation that a minimum of time and effort be directed toward any further development of the school on Canaan Street. President Hinman and E. M. Hopkins were appointed to study and report on the Point, or elsewhere, as a location for another plant for Cardigan.

It was with regret that we had to accept the resignation of Phil Allen who wished to devote his full time and energies to endowment activities for the New England Conservatory of Music of which he was the head and guiding genius. A letter went forward to Mr. and Mrs. Allen expressing the appreciation of the Cardigan family for their services and support of the school.

On June 9th a gift of $3,000 was reported and from none other than John Hinman. This made possible the payment of faculty salaries for the months of June and July; and no doubt enabled Cardigan's President to enjoy more fully the school's Commencement at which eight boys graduated. It is interesting to note that these seniors came from the States of Florida, Illinois, Connecticut, Massachusetts, and New Hampshire.

In looking back over the year Hap made known his feelings of satisfaction by stating Cardigan had "just closed its best year. . . ."

Hap's joy was still his association with the boys. It delighted his soul when he could tell of their accomplishments either of a serious or humorous nature. He loved to quote from a prize winning composition written by one of the boys on the sub-

ject of "Why I Like Cardigan." One paragraph read: "The food here at Cardigan is good. When I first came to Cardigan there was an assortment of foods I didn't like but after you've been outdoors in an afternoon of strenuous activities you don't care what you eat, you're so hungry!"

The committee chosen to look into the possibilities of the Haffenreffer Estate for Cardigan's new location was enlarged by the following appointees:

E. M. HOPKINS, *Chairman*
EDWARD S. FRENCH
HAROLD P. HINMAN
JERALD B. NEWTON
CHARLES A. PROCTOR

There was more reason for this committee to seriously consider its assignment than appeared on the surface, all of which will be divulged shortly. But President Hinman carried his secret elation of the future's possibilities behind his poker face and urged closing out the year's deficit of $6,000 which his brother John had so handsomely contributed toward.

E. M. Hopkins had given $500 to cover preliminary work of his committee in selecting an architect to draw up general layouts, etc. The Agnes M. Lindsay Fund had contributed its annual $3,000 to be used in grants to "worthy boys who otherwise would be unable to attend the Cardigan Mountain School."

On the school calendar the summer school under the able direction of John Heagy was to open shortly with an enrollment of 12 to 15 boys. Headmaster Clark who had received the congratulations of the President for his and Mrs. Clark's previous school year work was now going to concentrate on getting boys enrolled for the coming year of 1952 to 1953.

An excellent two column story about Cardigan appeared on the front page of the Boston Sunday Herald of August 3rd written by one of its star columnists, Hayden Pearson. Pearson wrote: ". . . if you believe, as the writer does, that much of the modern education both public and private, has gone off the deep end with a poorly conceived philosophy that leaves both pupils and teachers floundering in a morass of uncer-

tainty, you will be heartened by the aims and working program of the Cardigan Mountain School."

Several letters of inquiry resulted. The school administration ordered 1,000 reprints of Pearson's appraisal. At long last it seemed as though a fresh momentum was mounting. Best of all this was proving more true every month.

The Year

September 1952 Through August 1953

The formal school new year opened with an enrollment of 42 boys! Headmaster "Dutch" Clark had turned in a good performance, for, as the Bulletin reported: ". . . the road block of 35 boys has given way to the magic of 42. . . . These boys in themselves are an inspiring compensation for those long years of worry, toil, wonder, protracted struggle and inability to stem financial losses. . . ."

No small credit is due "Dutch" Clark for getting the school off dead center as far as enrollment was concerned. Psychologically the whole administration's collective heart was lightened and a new look toward the future was possible. The Lodge and Annex were bulging. Quoting from the minutes of the October 3rd meeting of the Trustees and Corporation Members . . . "The only question was what plant expansion could be undertaken next year."

Before going into the exciting story of how this expansion might take place; it was moved and voted: That Frank J. Sulloway of Concord, New Hampshire, be elected a member of the Corporation. All were delighted over this election. Frank is one of New Hampshire's "first citizens." A graduate of Harvard he has attained high recognition in the professions of law and banking. His services to Cardigan have been great, and continue to be.

The following resignations were accepted: Edward K. Robinson, John E. Foster, J. Frederick Larson and Donald D. Durrell.

Late in the spring of 1952 Frank M. Morgan, Headmaster and controlling factor of the Clark School in Hanover, New Hampshire, a college preparatory school, approached E. M. Hopkins as to the possibilities of merging the Clark and Cardigan Mountain Schools. Dr. Morgan had conceived this idea and had turned it over in his mind at length until he became convinced the plan was feasible. Dartmouth's President Emeritus Hopkins saw sufficient merit in the proposal to ask President Hinman to further explore the project. Hap Hinman reports that "time after time during July and Aug-

ust, Morgan and I met in intensive effort at Hanover and in Canaan to discuss, explore with much fact finding and to seek what were the advantages or disadvantages of such a merger."

"By early September" Hap Hinman continues "sufficient progress had been made to warrant bringing together representatives from both Boards of Trustees which took place on September 4, 1952. Further study was made of the legal phases, costs of new construction, operation, size of enrollment, etc. In the meetings were Messrs. Brewster, Proctor, Hayward, Newton and H. P. Hinman from Cardigan . . . Messrs. Morgan, Rennie and Mrs. Washburn from Clark."

Questionable progress was made toward acceptance of the merger of the schools, as shown in the informative contribution of historical significance written by J. Walker Wiggin, a former Trustee of the Clark School:

"Although it was very solvent having no mortgages on its properties and having cash on hand in the bank, Clark School in Hanover, New Hampshire began to have less and less student enrollment in the years following 1948. Dr. Clifford P. Clark, its founder, was an elderly man and Dr. Frank M. Morgan who had been with the School from almost the beginning had retired as Headmaster a few years previous. Following the opening of the 1952–53 school year it became apparent to the trustees that something would have to be done to preserve the assets of the School. The first steps taken were discussions with representatives of Holderness School in Holderness, New Hampshire about merging the two schools. The Headmaster of the Holderness School had been a former headmaster of Clark School. Meetings with the Holderness representatives and Clark School Trustees did not prove satisfactory and all thoughts were abandoned on the merger of these two schools.

"Dr. Morgan, a trustee of Clark School, began negotiations with representatives of Cardigan Mountain School. Subsequently negotiations were instituted with representatives of the Mary Hitchcock Hospital in Hanover, New Hampshire. Mr. David Rennie of Hanover, a Trustee of Clark School, was also on the Board of this Hospital. Both negotiations had progressed so far and so satisfactorily that a trustees meeting was called in Manchester, New Hampshire on October 21, 1952

at the office of Attorney J. Walker Wiggin, a Trustee of Clark School. There was present at this trustees' meeting Dr. Clark, Mrs. Washburn, Mr. Rennie, Dr. Morgan and Mr. Wiggin. A report was given by Dr. Morgan in regard to the then status of his negotiations with Cardigan Mountain School. Mr. Rennie also gave a report as to the status of the negotiations with the Mary Hitchcock Hospital. Both proposals were thoroughly discussed. The majority of those present were in favor of then voting to transfer the properties of Clark School to Mary Hitchcock Hospital under the terms and conditions as stated by Mr. Rennie. Dr. Morgan and Mr. Wiggin, however, opposed this action. Mr. Wiggin pointed out to Dr. Clark that he had founded Clark School for the purpose of educating boys, that the assets of Clark School should be be used to continue this purpose and that further negotiations should be continued with the Representatives of Cardigan Mountain School to see if final terms of merger could be achieved. Dr. Morgan heartily supported this viewpoint as he wished to continue the negotiations which he had started with Cardigan Mountain School representatives and which he felt would be successful in the end. During this meeting an attempt was made to telephone Mr. Hinman in order to get certain information then requested by some of the trustees. As Mr. Hinman could not be reached the meeting was adjourned to meet again within a few days upon notification so that this requested information could be obtained. Dr. Morgan and Mr. Wiggin were instructed to continue the negotiations.

"Two days later on October 23, 1952 at the summer camp of Mrs. Washburn on Orange Pond in Canaan all of the same trustees gathered except Mr. Rennie. In addition Mr. Griffin was in attendance. Dr. Morgan and Mr. Wiggin reported as to their further conversations with Mr. Hinman and the terms and conditions under which the merger could be made. After general discussion it was unanimously voted to accept the terms and full authority was given for the completion of the merger of these two schools."

On November 3rd Cardigan completed their legal requirements for the merger. The Cardigan Corporation elected Dr. Frank M. Morgan and J. Walter Wiggin as Trustees, to whom Cardigan owed much.

It was agreed that both schools should operate as separate units until June, 1953. The Clark School would then cease operation. The Clark School real estate was deeded to Cardigan on November 8th. All personal property was to be moved to Cardigan at the close of the school year. Annuities were to be purchased for Messrs. Clark and Morgan from proceeds from sale of real estate.

Too much credit cannot go to Messrs. Sulloway and Wiggin in their capacities as legal representatives of the Cardigan and Clark Schools respectively. The layman can hardly appreciate the ramifications contingent in such a merger. That these men brought legal order from varying interests represents no small accomplishment.

When one looks objectively at the picture he must be impressed with three facts: that Dr. Frank M. Morgan of the Clark School had the acumen to originally conceive the idea of such a merger; that Dr. Ernest M. Hopkins' usual keenness of mind saw it to be a feasible idea since it contained advantages to both parties; and that President H. P. Hinman of Cardigan carried on relentlessly to the successful conclusion.

The Cardigan Board of Trustees was, as a result of the merger, greatly strengthened by the addition of Frank M. Morgan and J. Walker Wiggin to its membership. Frank, a graduate from Cornell, had been an esteemed member of the Dartmouth faculty before his affiliation with Dr. Clark. Walker, a Dartmouth graduate had gone on to acquire distinction in legal circles and in New Hampshire's political arena. More will be written later of these good citizens.

Needless to say this merger was a very real shot in the arm to our building committee. There were potential assets available in the future which were missing in the past. Meetings were held with the architect who now could feel the discussions were "for real" rather than of the previous academic nature.

A whole new era of excitement was ahead. Real optimism was supplanting the synthetic variety as far as the physical growth of Cardigan was concerned. Best of all we were going up to the Point for the future growth of the school. The whole turn of events seemed no less than providential.

By December we were beginning to touch our feet to the ground and could appreciate again what stalwarts had been

backing the school when the race was truly between solvency and insolvency. Here again was our beloved benefactor John Hinman presenting the school with a new Chevy station wagon. Also a gift of $25 from a friend of John Hinman's. This item is significant because it takes little imagination to picture John mingling with greater and lesser "privileged" and inspiring interest in Cardigan because of his own enthusiasm for the school regardless with whom he met.

A new benefactor, Hugh Chisholm, President of the Oxford Paper Company, gave Cardigan $500 because of the interest aroused by E. M. Hopkins in Cardigan.

Mr. Elbert H. Neese previously designated as the President of the Beloit Iron Works, gave the school $1,000 through his friendship with Ernest Hopkins, John Hinman and Ned French.

The administration as well as others directly connected with the school were sensitive to the reaction of the parents of boys attending Cardigan. Especially was this true when it was known of the sacrifice being made at home for a son's education. The following is a sample of what made any labors for Cardigan seem more than worth while. This is part of a letter from a mother: "Many times after working five hours on the outside I come home tired and discouraged having to face more hours of work at home . . . but last week upon receiving ——'s good reports I was filled with renewed vigor and courage. It is most gratifying to see improvement in him. We are so thankful that our choice was Cardigan Mountain School."

Leading up to the scheduled Boston meeting on April 21, 1953, all kinds of activities were taking place beside those at the school itself. Individual committees were conferring with the appointed architect, plans for the new campus and plant were under advisement, disposal of the Clark School property after its closing in June was the subject of many meetings, and thoughts toward creating a new brochure for fund raising purposes all combined to concentrate the thinking of many on a better school up on the Point. One should be reminded that the direction of all this enterprise centered in our President Harold Hinman. Was ever a school more blessed by the seemingly limitless effort and enthusiasm of one man!

Hap Hinman hardly had time to edit his interesting bulletin

which was brimming with news . . . i.e. that Charles Proctor had given the school complete dark-room equipment for developing pictures . . . six books on photography . . . adjustable developing tank and about a dozen other items constituting superb facilities for photography-minded youngsters.

Another calendar year end had brought out the names of new contributors interested in Cardigan:

$500.00 — from Henry E. Warren, former President of the Warren Telechron Co. Arthur Williams had stimulated this gift.
1000.00 — from Pierpont Wood, President of Warner Electric Brake, friend of John Hinman, Ned French and E. M. Hopkins.
1000.00 — from "Anonymous" . . . still a good mystery.
1000.00 — from John Hinman.
1000.00 — from Harvey Hood.
50.00 — from R. C. Hopkins.

By the beginning of the second term the school enrollment had reached a total of 47. This growth had prompted the leasing of Blodgett House for extra boys in the fall as only three boys were graduating this coming June of 1953.

The special committee of Messrs. E. M. Hopkins, E. S. French, H. P. Hinman and Jerald B. Newton had reported on a new plant on the Haffenreffer property showing that $300,000 would be required for a 65-boy school. An operating financial plan was submitted in detail by the committee. It was agreed that the committee should continue to function. At the request of E. M. Hopkins it was voted that Jerry Newton should serve as Chairman of this committee.

Jerry Newton had been elected Treasurer of the School. This move was destined to take quite a load off the broad shoulders of President Hinman. The Trustee officers now duly elected were: President H. P. Hinman; Vice President, Robert C. Hopkins; Secretary, Sidney C. Hayward; Treasurer, Jerald B. Newton.

Operations were moving ahead with what might be termed as "Deliberate Speed" and standing committees were replacing special committees. To illustrate, the new Committee on

Plant were Messrs. Newton, Chairman; H. P. Hinman, Frank N. Morgan, William B. Brewster and Charles A. Proctor. This is the Committee which had been commissioned, since the November 3, 1952 meeting, to complete plans for the renovation of the Mansion up on the Point.

On April 21, 1953, more specific instructions were given the Plant Committee, at the semi-annual Boston Meeting of the Trustees and Corporation Members, to put the Mansion in shape for classroom use for the coming September, 1953.

Plans were discussed for moving Clark School equipment to Canaan Street after the June closing of the Clark School in Hanover, New Hampshire.

The new booklet gotten out by Jerry Newton included pictures and descriptive material about Cardigan, and also showed financial requirements for the eventual plant up on the Point. Jerry, as usual, did a thoroughly good job.

To some it seemed we were getting a bit heady over the fact that the school was for the first time operating in the black. However, we couldn't know then what a wise financial counselor we had in Jerry Newton. It was in a state of mental intoxication we listened to Jerry's plausible plans for the future. No one would have guessed that six years from then, Cardigan Mountain School would have capital assets which practically hit his figure on the nose. But at that meeting in the spring of 1953 a committee was voted in to determine policies, programs and personnel for the permanent fund raising program. H. P. Hinman was made chairman, the other members were E. M. Hopkins and Sidney C. Hayward.

The Trustees proved their confidence in increasing enrollment when it voted to raise the tuition from $1,375 to $1,425, plus $5 per term for activities, $15 per year for a book fee, $30 a year health insurance and $150 per term for student receiving remedial language training.

On June 30th President Hap Hinman issued his 100th Bulletin in a series extending over a period of about eight years. Certainly no corporate body in the field of education was ever better posted than was that of the Cardigan Mountain School. His conscientious editing of this mass of information over the years had much to do with the confidence engendered in the imposing group of business and professional members to whom

they were sent and upon whom the school was dependent.

In this particular Bulletin he writes of the committee appointed by the Trustees to consult with the Headmaster on curriculum, approve appointments and salaries. This was a delegation of authority and a spreading of responsibilities into capable hands. Bill Brewster, Jerry Newton and Hap Hinman were the members.

The small graduating class of three students on June 3rd offered an interesting paradox from a school whose enrollment had reached its highest total for any year in its short history. As Hap said: it was "just one of those things that happens at rare intervals in a school's growth. This particular class started small, remained small and graduated small."

With some 44 boys returning in the fall Headmaster Clark had a good start toward the goal of 60 which he had predicted for the total fall opening enrollment.

During June 1953 John Hinman brought Mr. D. Samuel Gottesman to Canaan Street to look over the new school surroundings up on the Point and to be briefed on the proposed plans. As a result of this "pleasant visit" Mr. Gottesman gave the school $25,000 for the new plant. John also obtained another $15,000 from his friends, Mr. and Mrs. Elbert H. Neese and Pierpont J. E. Wood of Wisconsin.

On the strength of these bountiful contributions, and a line of credit of $60,000 arranged by President Hinman through the good offices of Frank J. Sulloway, sums were now available for remodeling, developing of a new steam heating plant, new electric wiring and a sewage plant to take care of the three new buildings.

Plans were underway also to ask for bids around September 1st for one and possibly two dormitories which it was hoped might be ready for occupancy by the 1954 fall opening of school.

On top of a tremendous amount of detail work with architects, builders, staking out locations for new buildings, there was the additional task of proper packaging and storage of Clark School's movable contents. Mrs. Morgan and Mrs. H. P. Hinman did yeoman service in helping their husbands arrange for shipping innumerable items such as books, crockery, silverware, lamps, tables, etc. It was indeed a busy and exhausting summer.

The Year

September 1953 through August 1954

The eighth year of the Cardigan Mountain School started on September 17, 1953, with a registration totaling 60 boys. This enrollment set an all-time record. In view of the years past when it seemed impossible to get a total number of boys exceeding 35, it is somewhat strange no particular notice was made of this achievement. Headmaster Clark had been given the mandate to reach this total and his success in doing so surely is of historical significance. The fact that the merger of the Clark School with Cardigan was of absorbing interest and was demanding the best efforts of so many in its final phases may well have contributed to the almost total eclipse of the Headmaster's attainment.

After things settled down a bit and deadlines became less important as one and all began to hole in for the winter, attention was given to the locale distribution of boys in this record breaking year. We found we had quite an international group: two boys were from Monrovia, Liberia; one from Rio de Janeiro; two from Caracas. These boys were sons of United Nations officials. Our domestic distribution was broader than in previous years with boys coming from Michigan and southward through Pennsylvania.

An important member was added to the Corporation at the Annual Meeting of October 2, 1953, in the person of Robert W. Stoddard, loyal graduate of Yale. As an illustrious member of the Corporation recently said: "That the calibre of early day sponsors of the School is not being allowed to deteriorate is illustrated by the presence among Members of the Corporation of Robert W. Stoddard, president of the great Wyman-Gordon Company of Worcester, Massachusetts. Of distinguished lineage and prominent as a business leader, he is not only active in civic affairs in general but is deeply interested in and informed about educational problems with Cardigan benefiting greatly from his active participation and support."

Other exciting news emanating from this October 2nd meeting was the financial report showing that Cardigan had

operated in the black for the first time ". . . and a balanced budget of $85,000 for the next year continues the more favorable situation."

Two new dormitories on the Point were out for bids but when on October 13th the prices were made known it was decided to defer action because of lack of funds. With no new dormitories in sight for the next fall the projected enrollment of 75 boys by September had to be curtailed. There was disappointment over this turn of events, naturally.

On another front, however, very real achievement had taken place. October 29th saw completion of "the long pending, frequently baffling and sometimes vexatious deal whereby Cardigan sold the Clark School real estate in the towns of Hanover and Lebanon to Dartmouth College." Members of the Corporation came in for high praise, and especially Frank J. Sulloway and J. Walker Wiggin again for the quality of expedition in legally closing up the whole matter.

On November 3, 1953, Cardigan boys, faculty members, the Headmaster and Cardigan's President Hinman himself, staged a march aided and abetted with bicycles and loaded private cars to the "School House on the Hill," (the Mansion on the Point). This was a significant first move to a new and greater school.

One amusing observation made through the maze of letters, bulletins, notes, conversations, etc. from which this history is evolving, is the recurrent, and one must add accurate, statement that through this or that gift, or combination of gifts, "thinking was crystalized with the result . . ." that timely deeds were performed. John Hinman and Charlie Cotting performed quite a bit of crystalization in November of 1953 when the former donated $25,000 and the latter presented the school with enough shares of a common stock to total, at the then current price, some $3,000. As President Hinman said, these gifts arrived at a time of indecisiveness, and through inspired thinking on the part of E. M. Hopkins a solution for the building of a dining room which could accommodate 160 boys and a new dormitory for 40 boys resulted. The new dining room would be a one story wing extending from the Mansion, taking advantage of a depression of land. One of the features of this new dining room would be a 14 foot picture window

giving the diners an unobstructed view of Mt. Cardigan. This room would be postless and spacious and the cost of building would be materially reduced from original estimate. Clancy would at last have a kitchen, too, in which to perform his miracles more efficiently and easily.

In the spirit of Santa Claus and a side glance at deductions, the 1953 year-end gifts to Cardigan came in the following parcels:

$1500 — E. S. French
500 — E. M. Hopkins
250 — Philip R. Allen
150 — R. C. Hopkins
1000 — Malcolm Chance Foundation (through John Hinman)
1000 — Arthur Williams
3000 — Lindsay Trust — Scholarship grants for 1954

The more gifts, the greater the appreciation from the Corporate School, and this year was no exception. While it was true that enrollment had reached a total which through its tuitions met current expenses, the capital structure was growing by leaps and bounds. Amortizements and interest payments on top of getting more capital became the new "musts" of the School Administration. New pressures were exerted. We had a new Treasurer who knew where loop holes existed and how to plug them up. This brought on occurrences which are recognized in educational endeavors where the need for strict budgeting on the part of those responsible for a school's finances seems to curb the freedom of action of those responsible for enrollment of students and their education.

The Board of Trustees came to feel that the situation involving conflict of personalities and rather extreme difficulties of planning budgets and other financial aspects of the School's operations could not long continue. Every effort was made to find remedies short of changes in personnel which the Board finally came to feel would be the best solution for all concerned and for the welfare of the school.

Whatever the differences of opinion that might exist it was

apparent these would not and must not interfere with the progress of Cardigan. It is to the credit of all concerned that these unfortunate reactions were kept well within the Cardigan family circle.

A gift of $15,000 from Harvey Hood and an anonymous source to be spread over a three year period, or $5,000 each year for 1953, 1954 and 1955, brought forth thoughts from Harvey profound enough to be reviewed here:

> "It seems to me that now is the time to raise money for the second dormitory. Having taken the step to put some of the boys over on the Point, the quicker we can consolidate operations in one place, the better.
>
> "The new location of the Point may likely be the best location of any pre-prep school in the country.
>
> "It is easier to raise money for new buildings than paying off old mortgages. I dislike to see us build the second dormitory by means of a mortgage. I think that we should make every effort to get increased funds to add to the fine contribution of $25,000 from John Hinman."

The Building Committee after months of consideration of the many angles connected with such a venture authorized the preparation of specifications and bids on a second dormitory for 40 boys.

The impetus given by Harvey Hood toward raising money for a second dormitory is illustrative of Harvey's continued interest in Cardigan. There is so much he has contributed to the school entirely aside from gifts listed under his name as to make the writer wish Harvey was less modest of his true role as purveyor of so much goodness year after year to this School.

The new year of 1954 was to see great activity up on the Point in the way of new construction. In the meantime, 60 boys were making the Lodge and Annex hum with activity, in fact almost too much. Three new teachers had brought the faculty up to full force. There was hardly room enough for the enlarged number of classes; Mrs. Clark was supervising remedial work with 20 boys in addition to her other responsi-

bilities only because other qualified supervision of this important teaching was not available.

The Blodgett House on Canaan Street was leased again to take care of five more boys whom the Trustees had urged Headmaster Clark to enroll. Momentum was building up all around.

One or two interesting statistics became available with the new year:

40% of the enrollment were boys from Massachusetts.

More boys were sons of Doctors than any other profession or business.

Harvard led other colleges in enrollment of boys from Cardigan.

Grandparents occupy an increasing role in directing boys to Cardigan through dissatisfaction with Public Schools and through their financial aid to parents.

One grandmother wrote: ". . . somehow you do manage to give every boy what he needs. I am particularly pleased to see the improved marks for effort. Also, I think the summary of the boy's problem by each Master shows that you have some born teachers up there; about as high a calling as there is in this world."

Good news generally seems interspersed with sad. Here at Cardigan we learned with great sadness of Jim Campbell's death. As late as August 21, 1959, Sid Hayward was to write: "I am reminded of his very active role, and one we must never forget, in the beginning of the school. He gave generously of his time, energy and talents. Even in a period of failing health which ended in death, he drove the long distance from Rhode Island to be present at every meeting, and he generously supported the movement from its earliest days. No Trustee could be more devoted or helpful than was Jim Campbell." This was written four years after Sid Hayward had forwarded to Mrs. Campbell the Resolution passed by the Board of Trustees and Members of the Corporation and is a reminder of the lasting and affectionate regard with which Jim's confreres were to always think of him.

The April 28, 1954 Boston meeting of the Trustees and Corporation Members was well attended: Messrs. H. P. Hinman, Brewster, Hayward, R. C. Hopkins, Kenerson, Morgan, Newton and Wiggin were the Trustees at the meeting. The Corporation Members in attendance were: Messrs. Cotting, French, John Hinman, Hood, E. M. Hopkins, Stoddard, Sulloway and Williams. Headmaster Clark was also present.

Matters of real estate, which were always with us and for which we were thankful, had to do first, with the two Tenny Houses which the Trustees voted to be held off the market. There was much the same feeling about these as one has of an ailing tooth: maybe you couldn't get much use out of one or the other, but once they were gone, they were gone! Second, the Farmhouse: the Trustees voted authority to the President and Treasurer to modernize the house for accommodation of ten to twelve boys and two Masters.

Matters of finance had to do with paying the architect $2500 on account, for the new dormitory plans which could not be utilized at this time.

President Hinman spoke at some length about finances. It was gratifying to learn that cash and pledges were adequate to cover cost of the first 40-boy dormitory and the new dining hall. He estimated that some $25,000 was available for the second dormitory.

President Hinman appointed Messrs. Morgan, R. C. Hopkins, and Headmaster Clark to prepare and publish a modern and up-to-date catalog of the school.

The meeting gave much time to a discussion of the all important program of remedial reading. It was estimated that about a third of the school required such instruction regularly in small groups of five or six boys at a time. One new remedial teacher was to be acquired for the following year. Extra fees of necessity were charged for this extra instruction.

Headmaster and Mrs. Clark were appointed for another year, 1954–1955. Mrs. Clark was appointed at $1,000 as housemother and dietician with the understanding she should not be further burdened with teaching duties.

The Members of the Corporation reviewed the actions of the Trustees and both groups were in agreement that building of the second dormitory should go ahead as soon as funds were

available in order that the time given over to a split operation of the school be lessened as much as possible, and as quickly as possible.

On June 2, 1954, nine boys graduated from Cardigan. Three of the nine had completed four years of study at our school; three for three years, and three for two. This was an indication of the growing trend resulting from the policy of enrolling those boys who planned to spend four or five years at Cardigan rather than less time.

In spite of pouring rain the old North Church was filled by students and their parents, and others interested in the school. They all were rewarded by being able to hear Bishop Dallas, now Emeritus Bishop, who had honored Cardigan Mountain School over the years by his presence and his unique ability to hold the concentrated attention of young and old. His stature, spiritual and physical presence were commanding, and it could truly be said that his influence for good on the boys continued to be incalculable.

The terminating event of this Commencement was the serving of a delicious luncheon indoors, unfortunately, for nature had drawn down a complete curtain to the surrounding beauties she usually lavished on appreciative mankind.

One item deserving of mention is that Dick Clancy who for eight years had served Cardigan faithfully and well as its only Chef, was, with President Hinman one of the two local survivors of the school's opening day in September, 1946.

A very thoughtful and materially nice gesture came at this time from Mr. and Mrs. Elbert H. Neese who, in a note of regret over their inability to attend the Commencement Exercises, enclosed a check for $1,000. This they wished accepted as a token of their interest and pride in the school; and their appreciation of "what you men have accomplished."

The summer was another busy one at Cardigan. Twenty boys were at our Summer School and Camp. Workmen were swarming all over the Point getting the dining hall completed by the opening of the new school year in September. The first new dormitory of this new plant was taking shape with the basement of poured concrete completed.

To an extent Cardigan Mountain School continued to be land poor. This fact stimulated President Hinman, in August,

1954, to write: "With the advanced construction of the new dormitory and dining hall at the new campus site, and the resulting highly unsatisfactory split-operation of the school, it becomes increasingly obvious that everything possible should be done to get a second dormitory started this fall for occupation in September, 1955." His plea was that the Trustees and Corporation Members give immediate attention and consideration to selling real estate holdings on Canaan Street (the Lodge, the Annex and the Tenney property).

The Year

September 1954 through August 1955

Another school year began September 15, 1954, with the highest enrollment of 63 boys. The satisfaction with this increasing enrollment was dampened somewhat by the necessary division of personnel. There was a group at the original Lodge, a few in the Blodgett House on Canaan Street, some in the new dormitory up on the Point and a few with a Master in charge at the rehabilitated Farm House. All were to share the blessings of the new dining hall served from a modern kitchen with Clancy proudly in charge.

There was no doubt about it the school was going to operate inefficiently and at a greater cost. All this added to efforts of the members of the official Cardigan family to make sure the second new dormitory was completed for the opening of school in September, 1955. This was reflected in the minutes of the Trustees' and Corporation Members' meetings held October 1, 1954, when authorization was voted to President Hinman and Treasurer J. B. Newton to enter into contract for the building of a second dormitory; also authorization to borrow a sum not to exceed $100,000 to assure completion of this building for which concrete already was being poured before frost set in. Money for this was coming out of the $25,000 already available for this new construction. Through this foresightedness on the part of President Hinman and Treasurer, Jerry Newton, the completion of this new dormitory would be assured by next September since an early start could be made in the spring.

The pains of progress were increasing the difficulties of Headmaster Clark this fall in organizing classes, most of which were being held in the Mansion. The synchronization of bells, signals, etc. to get boys together in one place from widely separated areas was enough to increase "Dutch" Clark's baldness and to challenge the abilities of the Faculty to obtain concentration from the boys who were inclined to look on the whole affair with the glee associated with a Roman Holiday. That things worked out as well as they did is a credit to all who worked under the handicap of this split operation.

The fall seemed to pass with the rapidity of most falls and those in responsible positions, especially Hap Hinman and Jerry Newton, rejoiced that year-end memories stood up well with other years. Proof of this is found in the following gifts to Cardigan:

$ 3,100.	— Charles Cotting
5,000.	— Robert W. Stoddard
9,040.	— John H. Hinman
5,047.	— Harvey P. Hood
929.	— Frank Sulloway
50.	— Robert C. Hopkins
2,000.	— Edward S. French
500.	— Charles Proctor
$25,666.	— TOTAL

On October 1st, in the fall of 1954, Sidney C. Hayward as Secretary had been asked by the Board of Trustees and Members of the Corporation assembled for their meetings to write Arthur A. Williams a letter incorporating a resolution expressing great regret over his absence and wishing him a speedy and complete recovery from a heart attack and further expressing "appreciation for his interest in and support of the school . . ." which had meant so much to the institution. This letter went forward on October 4th.

While this notation may seem out of sequence, it is purposely placed here for two reasons: first, this resolution had been inspired by Hap Hinman and characteristically showed his deep concern for one who had been a pillar of strength to Cardigan from its early days on; second, hardly had the ink of Sid Hayward's signature dried before Hap was stricken with a heart attack. This was not generally known or even suspected until Bulletins ceased to appear.

Word got around that the Hinmans had gone to Florida after he had recovered sufficiently to make the trip south. No resolutions were passed in Hap's case for no formal meetings were being called. Those in the know had been concerned over Hap's health for over a year. He had been carrying a tremendous load, working all hours of the day and night, as this history attests to.

John Hinman initially took over to the extent of assuring his

own brother he need have no concern, for Jerry Newton and others of the Corporation and Trustees nearby were closing ranks and considering the many questions which had to be settled because of the extensive plans ahead for the new school building program.

It had been the custom of Hap and his wife to spend winters in Florida so their absence had not been noticed too greatly in the routine of the school. Headmaster and Mrs. Clark were attending to the split-operation effectively so that, as far as the boys were concerned, there occurred no lapse in their education.

Gradually as one after another learned of Hap's heart attack and his subsequent improvement, there was unanimous thankfulness in learning he would be back in his active position as President. He was going to be less burdened with details. This and other facts would have to be considered by the Trustees and Corporation Members for Hap was too valuable to the Cardigan Mountain School not to have increased help in the administration of the school.

The Cardigan family was truly grateful to its members who stepped in to help in Hap's absence but to none did it owe more than to Jerald B. Newton, Treasurer.

The next official meeting of the Board of Trustees took place at the home of President Hinman on Canaan Street on June 21st. Those attending were Messrs. H. P. Hinman, Charles Proctor, Jerry Newton, Bill Brewster and Frank Morgan. Frank Morgan was appointed Secretary pro tem.

It was voted to retain Headmaster and Mrs. Clark for the academic year of 1955–1956; that the school lease the Austin House for a period of twelve months starting July 2, 1955; that in addition to the Treasurer Jerald B. Newton, the President, Harold P. Hinman, also be "empowered to sign and sell securities in the name of the Cardigan Mountain School."

In the meantime, Commencement, which meant so much to the boys graduating and their parents and to the school faculty which had brought them along this far, had taken place. The Old North Church was filled. Sixteen boys graduated on this June 1st day. Headmaster Clark welcomed one and all. Bishop Emeritus Dallas was the speaker for the occasion. President Hinman having recovered from his heart attack looked hale and hearty as he awarded the diplomas.

During the summer there was feverish activity in the building of the second dormitory to meet the deadline of the fall opening of the school. Materials, workmen, summer school and camp boys all merged to give an impression of utter confusion up on the Point. To the trained eye, however, the exact opposite was true. Morning summer classes were being held; afternoon recreation, carefully scheduled, was being carried out; all comparable to the meticulous care of the masons laying brick on brick to assure basic strength. To be sure recitation room windows were being alternately closed and opened depending on the severity of construction noises across the way. There was mud one week and dust the next depending on the caprice of nature. But there was enthusiasm behind all this. The only tragedy lay in the resulting frayed nerves and the surfacing of conflicts in personalities and fundamental thinking. After the close of the summer school, Headmaster Clark resigned. The acceptance of his resignation took place on September 17, 1955.

On September 24th at a meeting of the Trustees it was moved and voted "that a terminal payment of one-half salary be made to Mr. and Mrs. Clark for the balance of the fiscal year after being relieved of their duties at the school."

The Cardigan family regretted the necessity for such changes. However, it was still mindful of the very real contributions "Dutch" and Mrs. Clark made to the Cardigan Mountain School. They deserve their niche in Cardigan Mountain School history.

The Year

September 1955 through August 1956

The strength of Cardigan Mountain School lay basically in the unswerving integrity of President Hinman and those with whom he had surrounded himself. In Jerry Newton the School was further blessed in having a Treasurer who saw eye to eye with the President on matters pertaining to the basic training of young boys. Jerry had had plenty of administrative education in developing his own Camp Pinnacle at Lyme, New Hampshire. As owner and operator he had doubled the enrollment in five years to 150 boys.

It had been well proven that whatever contingency might arise Cardigan had the men with the know-how to carry on. The extensive building program of the school might have seriously suffered as Hap had with a tired heart had not John Hinman taken over the new financing while ably assisted by Walker Wiggin and Frank Sulloway. The financing had been successfully negotiated and the time was fast approaching when the school would be starting another year with some 78 boys enrolled, but without a Headmaster.

On September 30th the rains came and the mud thickened all around our new buildings, but neither wind nor storm kept the Trustees or Members of the Corporation from their appointed tasks. Walks to the new buildings consisted of planks laid from a central spot from which occupants of many cars might take hurried flight to Hinman Hall. Assistant Headmaster Donald R. Stowe had gathered together students and faculty in the auditorium; these in addition to the official Cardigan family and invited guests made up the audience of some 175 people. President Hinman presided.

Trustee Walker Wiggin gave the Dedication address. This was most fitting since Walker had been a Trustee of the Clark School and close to Doctors Clark and Morgan for whom Clark-Morgan Hall was named.

In a Bulletin written subsequent to these exercises, President Hinman wrote: "Sid Hayward, Secretary through all the years of Cardigan's growth, an original member of the Corporation

and a Trustee, loyal and able, performing untold duties that never have been recorded, besides being Secretary of Dartmouth College, was chosen to write plaque inscriptions for Brewster and Hinman Halls."

Brewster Hall

A lifelong worker with boys, William Russell Brewster was indispensable to the conception and foundation of Cardigan Mountain School. His character, integrity, personal example and devotion to teaching are inspiring qualities to all American youth who have known him with affection and gratitude.

Hinman Hall

Two brothers devoted to each other nourished the early growth of this school whose roots are secure in the soil of their beloved native state. Harold Purman Hinman founded Cardigan Mountain School in 1945. As first and long-time President he was encouraged, supported and guided by Cardigan's wise and generous benefactor, John Holmes Hinman.

"The granite of New Hampshire
keeps a record of their fame."

The citation for Clark-Morgan Hall was written by Walker Wiggin:

Clark-Morgan Hall

In 1918 Clifford P. Clark founded Clark School in Hanover, New Hampshire. This building stands in his honor and in honor of Frank Millet Morgan under whose headmastership Clark School became a well-known college preparatory school for boys. Upon their retirement from successful leadership Clark School was merged with Cardigan in 1952.

After the Dedication Services were over tea was served in the Clark-Morgan Building. Later a nourishing meal was en-

joyed in the new dining room where the boys, faculty, corporation members, Trustees and wives participated in the social amenities which have become so attractive a feature of these annual school affairs.

In the evening the meeting of the Trustees and Members of the Corporation listened to one of their articulate associates, Robert Stoddard, compare the potential advantages offered by Cardigan as against private schools generally. Starting from the premise that the Cardigan Mountain School was blessed with one of the most beautiful sites in the country, he urged that future development should continue to embrace the complete use of Nature's gifts. These, he said, should be the basis on which stronger character and an enhanced education could develop to serve our boys throughout their lifetime; the corollary being a fine faculty directed by a competent Headmaster. This was a timely and inspiring discourse.

As if to give emphasis to Bob Stoddard's talk, in a most material way, John Hinman announced he was ready to contribute 50% of the cost of building a new house for the Headmaster if the rest of official Cardigan would raise the other 50%. He said that with the new plant we now had we must have a suitable residence for attracting the kind of Headmaster Cardigan needed.

It was estimated that the minimum cost of such a house would be $50,000, and that it should be ready for occupancy by the fall of 1956. The Trustees were instructed to proceed with plans.

Dr. Crawford H. Hinman of Boston, son of Mr. and Mrs. John H. Hinman, along with Messrs. Newton, Morgan, Proctor and Wiggin were elected to membership of the Corporation. The Trustees meeting followed when its officers were re-elected for the coming year.

Once again, on September 30th, Bill and Onie Brewster stepped in to take over the leadership of Cardigan until the selection of a new Headmaster was made. What a reassurance it was to be able to get the services of Bill Brewster, a man proven in his profession, and one highly regarded in the field of preparatory school education.

Arthur Williams sent a check for $1,000 to the meeting in lieu of his attendance which the doctors had forbidden.

Yearly donations which had become the life-blood of the school were this year, particularly, not confined to any one month or quarter:

$ 9,303. — Elbert H. Neese
3,000. — A. R. Graustein
1,000. — Kieckhefer Foundation
500. — John Hinman (extra)
50. — Richard W. Clark
100. — J. M. Flynn
200. — Frank Sulloway
9,958. — John Hinman
100. — R. C. Doane
3,000. — Dale H. Nelson
10,000. — D. S. Gottesman Foundation
500. — E. Earl Newson
5,000. — Charles Cotting

In addition to the above, Charles Proctor gave his second year contribution of $500 for the Photographic Rooms in the new dormitory.

It should be added that Charles Cotting "encouraged" Mr. Graustein in making his fine gift; also that John Hinman prompted the gifts from Messrs. Neese, Newsom, Kieckhefer, Clark, Gottesman, Doane and Flynn.

Now the matter of first consideration was the selection of a new Headmaster. President Hinman had lost no time in screening possible candidates and settling in his own mind on the man whom he felt had the qualities of leadership and administrative ability to head up the Cardigan Mountain School on the threshold of its new era. Parenthetically it should be emphasized that administrative capability had to be an increased requisite since President Hinman no longer could carry the crushing load of former years.

On October 17th, 1955 Hap Hinman called on Lyle Farrell, Headmaster of Proctor Academy, as to the availability of Roland W. Burbank, Proctor's Assistant Headmaster. Mr. Farrell, whom Hap some years before had interested in Cardigan, spoke in the highest terms of Burbank. He made it plain he did not want to lose Roland Burbank and would do his best to hold him; but he would not stand in the way

of Burbank making his own decision. As a result of this initial interview Hap was more sure than ever he was on the right trail.

On Hap's return he called in Bill Brewster and Jerry Newton to help correlate facts as to Cardigan's administrative past and future. These were presented to Mr. Burbank in connection with the official invitation to him to become Headmaster of Cardigan Mountain School.

Hap later was to write: "Mr. Burbank investigated us considerably . . . school history, background, finances, our Bulletins, Corporation Members, Trustees, the Treasurer . . . (and Hap adds modestly) . . . to a minor degree, the President."

To complicate immediate action Mrs. Burbank had left for England before Hap's call at Proctor Academy. Mr. Burbank thus was forced to depend on explanatory mail, cablegrams, and finally an overseas telephone conversation. Fortunately, Mrs. Burbank had visited the school back in the spring and was cognizant of Cardigan's beautiful campus.

On November 2, 1955, the Trustees met with Mr. Burbank, found him receptive to coming to our school and elected him Headmaster.

Between the time of the Trustees meeting and December 15th when the Burbanks came officially to Cardigan they had made two visits to the school which prompted the following comment by Mr. Burbank: "We were delighted with the way in which the boys greeted us. We had a good meeting with the faculty and I have a very good impression of their willingness to work . . . we become more enthusiastic each visit." This was a good omen for the future of the school.

Now more than ever was the importance and the challenge of raising the other $25,000 to meet John Hinman's provisional gift toward a new home for the new and inspiring Headmaster.

There were two points which Headmaster Roland Burbank had asked that there be agreement on which he felt would make "for a long lasting and mutually profitable relationship" between the governing body of the school and himself:

First, that the Headmaster would be responsible for the administration of the school and its property, recognizing that he would follow the policies laid down by the Trustees.

Second, that the Headmaster be made ex-officio a member of the Board, and that until this action should be taken by the Corporation, he would be invited to attend all meetings of the Board. This was a compromise from Mr. Burbank's original proposal that the Trustees elect two men from names suggested by the Headmaster.

These were so voted by the Trustees.

The Trustees had also moved and voted: "In view of the devoted and indispensable services now being rendered by Mr. and Mrs. William R. Brewster, who will continue to operate the daily activities of the school until Mr. and Mrs. Burbank are able to take up residence about mid-December (1955), it was moved and voted that a gift of $2,000 be made to Mr. and Mrs. Brewster." No one will ever know, other than President Hinman, what a time he had in getting the Brewsters to accept this gift from the Board of Trustees. The Brewsters had given their services in supervising the initial faculty, and organizing the educational program for the first year of the school, which the Board of Trustees felt was surely enough of a contribution.

On January 19, 1956, President Hinman announced the following gifts to Cardigan:

$ 1,000	— Arthur Williams
1,000	— Frank J. Sulloway
1,000	— E. M. Hopkins
2,600	— E. S. French
100	— R. C. Hopkins
5,000	— Robert W. Stoddard
50	— Dr. Crawford Hinman
11,269	— John H. Hinman (first payment on $25,000 pledge)
1,000	— Harold P. Hinman
1,000	— A. R. Graustein (through Charles Cotting)
3,000	— Lindsay Trust for Scholarship Fund
$27,019	TOTAL

Having read Roland W. Burbank's initial treatise to the Board of Trustees, and in view of the afore listed impressive

contributions to Cardigan, we believe his comment before being elected Headmaster is not amiss:

> "If a survey of independent schools were made, I believe that it would be found that the Corporation and Trustees of Cardigan have done more in the brief span of the school's existence than any similar group in any other institution. The time, the energy, the thought, and the substance put in by men of these groups have resulted in the phenomenal growth of the school and will be required in greater measure to round out the Cardigan Plan in the future. It is my belief that the existence of such a body of men is one of the school's strongest points."

One of the first problems was planning the Headmaster's new house. The house must answer manifold social purposes for the school, faculty and students. In other words it should be functional without losing the qualities of an attractive and livable home. Hap wrote of this particular period that "Jerry Newton and the Burbanks are working to seemingly make every nail, board and shovel of cement serve their best purpose."

The fact that we had a Headmaster who generated real confidence made deficits no longer the ugly spectre of the past. One ironical twist was that the house for the Headmaster and his gracious wife was going to cost some $10,000 more than anticipated; but to anyone who had been faced with "extras" in his own personal experience in building a home there was nothing too strange in this. The other deficit to show up at the May 10, 1956 meeting of the Corporation and Trustees in Boston was one of from $5,000 to $8,000 for several unexpected and non-recurring expenses, some of which had to do with the change in school administration. To off-set these there were favorable enrollment prospects at this time of year as against last year, with more new students applying.

Headmaster Burbank held the interest of all as he gave his excellent report emphasizing quality as the sound policy to follow in respect to enrollment, recruiting and maintaining an outstanding faculty. Morale, he said, must be high to achieve success. Operating responsibilities must exclusively

be delegated by the Trustees to the Administration, except on top policy questions, to avoid confusion and poor morale in the staff and student body. Here was a man speaking from a position of strength, and what a relief this was to the Trustees and Members of the Corporation. He knew what he was talking about and his audience knew he did, too. Responsibilities were to be delegated because our new Headmaster knew how to go about doing this, and he knew whom to get to shoulder these responsibilities if the shoulders were not broad enough among the inherited personnel.

Significant reactions came from E. S. French who openly said: "In my opinion, this was the best meeting yet. We are getting places . . ." E. M. Hopkins added: "For the first time since we started I really feel that we have an educational institution." To President Hinman this was "music of exalting tones . . . tonic for the souls and minds of the sponsors."

An increase in tuition to $1625 was voted; showing further confidence for the new leadership of our school.

There were many incidental matters proposed and voted on at the Trustees Meeting which indicated the desire to get everything ship-shape for the new administration. The minutes record that Robert C. Hopkins submitted through President Hinman his resignation as Vice President. He felt strongly that his distant residence from Canaan was a handicap which one located nearer could more easily overcome. The resignation was accepted from the "office" only, as he would continue as a member of the Board of Trustees. J. Walker Wiggin of Manchester, N. H., was elected as the new Vice President.

It seems that about this time the plumbing in the new buildings was showing weaknesses, the blame for which was laid to poor supervision and workmanship. Authority was properly delegated to remedy all infractions of contract without financial loss to the school. This pointed to the close supervision which Jerry Newton was giving to the material welfare of the school. President Hinman was so impressed with Newton's many contributions to Cardigan that he dwelt at length on the pleasant relationship existing between the two through "seemingly countless frustrations, disappointments and perplexities" which had produced mutual regard for each

other. He added: "I want to offer heartfelt appreciation for and recognition of the excellent work Jerry Newton has done for Cardigan." (From the "Bulletin")

The inter-mixture of good and sad news was to follow its natural course in the school's development. Mrs. Jennie Drew Hinman, wife of John H. Hinman, gave the Cardigan Mountain School $15,000 as the first endowment gift to a Fund which she stipulated should be used for aiding worthy students who lacked resources to parallel their educational ambitions. No more timely or more significant a gift could have been made to support Headmaster Burbank's plea to seek out quality wherever it might be found. One and all in the Cardigan family rejoiced over Mrs. Hinman's material help in rounding out Cardigan's financial structure at its weakest point.

During the night of June 7, 1956, Arthur Williams drew his last breath leaving behind a bereaved family and a host of friends. He joined the Cardigan Corporation December 18, 1945, before the school actually opened. He was a "faithful attendant at meetings and was generous in his financial contributions to Cardigan." Resolutions and letters were to emphasize the loss felt by his Associates at Cardigan.

In August of 1956 a gift of $20,000 was announced through Mr. and Mrs. John Hinman as coming from the D. S. & R. H. Gottesman Foundation. Cardigan had lost through death another friend and benefactor the previous April. Mr. Ira Wallach, son-in-law of Mr. Gottesman had worked closely with John Hinman to carry through Mr. Gottesman's original plan to donate the above sum for Cardigan's capital construction.

Mr. Gottesman had been a generous contributor to the School to the extent of some $65,000 over nearly a decade. He had visited the School and had planned another sojourn north when he was stricken.

It is small wonder that Members of the Corporation were giving serious thought to getting younger men interested who might measure up to the high qualifications stipulated by the President and official Cardigan members.

Another Commencement had passed into history with the impressive ceremonies in the Old North Church. With the graduating classes getting larger in numbers, and the increased

interest in these annual services one wondered how many more years the historic old Church could house them. There were penalties which came even with success; but fortunately these often were of more concern to the older rather than the younger members of society.

Once again the summer was a busy period up on Cardigan's Campus, 33 boys were attending the Summer School and Camp. This was a 50% increase in attendance which assured the operation's success.

The new athletic field was developing fast and there was hope that seeding might take place by mid-September which would assure a good grass growth the next spring and summer. No activity would be allowed on the field for another year.

The Headmaster's new house would be ready by early fall.

The Year

September 1956 through August 1957

Cardigan Mountain School started another year with a record enrollment of 83 boys, and practically a new faculty to teach, advise, and enter into well organized recreational programs with them.

"Ro" Burbank had called the faculty a week earlier than the opening of school for sessions, morning, afternoon, and evening to orient them in teaching techniques, educational procedures, studies of personal adjustments, and acquaintance with Cardigan's unusual physical assets. President Hinman was to observe that this was the most constructive training yet observed during his tenure of office.

October 5th, 1956 was the date of the Annual Meeting of Trustees and Corporation Members. One of those in attendance was heard to observe that it seemed as though we were holding meetings quarterly, so swiftly was time passing. Another answered that his was a natural reaction to the smoothness with which Cardigan Mountain School seemed to be running.

A good attendance of some 17 members of Cardigan officials, not counting their wives, were to hear of the exciting progress the school was making. Important was the news that the current income could well be increased by some $30,000. This was possible because of better prices, better collections, fewer scholarships, all of which pointed up to better Administration.

This happy financial position which Cardigan was enjoying enabled authorization of a 10% further increase in salaries on top of the 20% increase last year. This was in line with Headmaster Burbank's original plan when he accepted his new position, to get a good faculty and then hang on to it.

The feeling of affluence produced the commendable hope that enough of the current year's additional income would be left to make additional mortgage payments. Having a possible $30,000. — to ponder over was a delight which the Trustees could hardly be blamed for enjoying to the limit. A natural sequence was that had all the proposals been accepted this

$30,000. — surplus would have been spent five times over. These discussions were not frivolous by any means and they had a sobering effect. The Trustees were taking their cue from Headmaster Burbank's inaugural plea that more and ever more QUALITY be built into all aspects of the Cardigan Mountain School. Certainly Cardigan had to have material evidence of this if it hoped to attract boys of discerning parents. Money was not the root of evil in such instances but rather the medium through which such evidence could develop. Thus after much deliberation the Trustees voted an increase in tuition from $1625. — to $1750. —, and upped the Summer School tuition to $550. —.

While these deliberations were going on Assistant Headmaster Wakely was taking the wives on a tour to show the attractiveness of the new plant. Wakely, who was a personable young man, unconsciously did quite a selling job on himself and thereby added stature to the new administration in the minds of his entourage. "Never underestimate the power of a woman" could well have been Wakely's guiding slogan but he is too conscientious to even arouse any thoughts of ulterior motives. He just naturally did things well.

Gifts announced were:

$5,000. — from our Anonymous friend.
3,000. — from Charles Cotting to finish athletic field which brought his total contribution to $10,000. — assuring an extra fine addition to Cardigan's Plant.
2,000. — from John Hinman to Building Account.

Charles Proctor gave the School 15 valuable volumes covering information on birds, beautifully illustrated. This was highly welcome to Cardigan's growing library.

A warranty deed from Walter C. and Edith B. Gardner was issued to Cardigan for some 60 acres of forest and mountain land as a Memorial to their son Walter C. Gardner III a graduate from our School, class of 1949. This land offered the School fine Outing Club facilities.

An old-fashioned Locomotive Bell was received from three un-named gentlemen. This bell is somewhat larger than the

usual ones of this character. Its clear peals will spread far throughout the countryside for generations to come.

All this came to the Cardigan Mountain School during the fall of 1956.

The School was celebrating the Christmas and New Year's holiday vacation. The Canaan Post Office was again noting increased mail for President H. P. Hinman who made known to the official family much of the contents, as follows:

$3,000. — from "Anonymous"
125. — from Frank J. Sulloway
100. — from Robert C. Hopkins
100. — from Dr. Crawford H. Hinman
300. — from Jerald B. Newton
1,100. — from Harold P. Hinman
9,689.64 from John H. Hinman
5,000. — from Robert W. Stoddard

A special meeting had been called October 22nd, 1956 to make the following changes in the by-laws of the Corporation to read as follows:

Except for the Trustee who is elected President, there shall be no requirement that any other Trustee shall be elected a member of the Corporation. The members of the Corporation may elect Trustees as members of the Corporation provided, however, that the total number of Trustees elected as members of the Corporation shall not exceed one-third of the membership of the Board of Trustees.

This corrected and defined a line of demarcation between the Board of Trustees and Members of the Corporation. To effect this change it was necessary for the members of the Board of Trustees to resign from the Corporation. Resignations were thus accepted from:

Jerald B. Newton — Sidney C. Hayward
J. Walker Wiggin — Crawford H. Hinman
William R. Brewster — Robert C. Hopkins
John B. Kenerson

All this was taken in good humor. The famous quip of "Groucho" Marx was recalled when, speaking of himself, he

allowed as how he "would never belong to any Club which would accept him as a member."

"Hap" and Marion Hinman had gone to Florida for their winter vacation with the good wishes of all ringing in their ears. "Hap" could really be at ease insofar as the Cardigan Mountain School was concerned. He received a telegram from "Ro" Burbank which did his heart good; it read: "Spent first night in new house. All are thrilled. The Burbanks can now walk to work." This was followed later by a letter from "Connie" Burbank in which she spoke of the joy of entertaining in the "Student Room a visiting hockey team, our boys, and coaches of both teams . . . miscellaneous faculty having coffee upstairs and down while I flitted around. Fun!"

In a Bulletin, no. 132 in fact, "Hap" writes . . . "What a delight to have a lady like Connie around Cardigan and how effectively she will combine and develop the home and utilitarian features of that truly beautiful structure without destroying either."

Things were really going well; peace and harmony reigned within the school and this was reflected in the good will existing outside toward the School.

$3,000. — came from the Agnes M. Lindsay Trust for scholarship grants.

$4,000. — came from the Spaulding Trust for current use (through the good offices of "Ro" Burbank).

With pressure lessening on our President, aided and abetted by the warming trade-breezes over Florida, we find him writing in another of his Bulletins in a reflective mood. Generous as always in his praise for contributions small or large to Cardigan, he comments: "Cardigan's first brochure was a beautifully prepared book, conceived, written, and edited by Vice President Bob Hopkins. It attracted much attention, created much confidence in our first endeavors, a basic concept of the School was expressed in the title . . . 'Readin . . . Ritin, and Rithmetic!' "

This was prompted by his reading in a news service Senator Ralph E. Flanders comments on "present day" educational system which he felt was "in shambles." Further quoting from Senator Flanders' speech before a sub-committee hearing, he

said: ". . . it is of no great importance (to pseudo-science of education) whether a child really understands mathematics just so long as he is working at it . . ."

"Hap" Hinman had more than ever genuine pride in the Cardigan Mountain School and its accomplishments. He saw in Senator Flanders remarks and the publicity given them a recognition of a swing back to fundamental educational training. This indeed was complete justification for all the thought, time, and energy which had been put into the founding of Cardigan in which one H. P. Hinman had played so important a role.

Now at long last Cardigan was paying its own way. The first year under "Ro" Burbank's leadership had been little less than spectacular. "But" . . . you can almost hear "Hap" say as he stretches himself up and out of his chair . . . "there must be no let-down." To further clarify his thinking he wrote: "Momentum, one of the most potent factors in individual and collective success, has been invaluable to Cardigan . . . and until we get a plant completed there should be no mediocrity of thought or action."

As a step toward the completion of our School plant, authorization was voted at the semi-annual meeting in Boston, May 10th, 1957, for a new educational center to house classes, library, offices. These would all be removed from Clark-Morgan Hall thereby releasing rooms for 20 additional boys, and for 2 faculty apartments.

Headmaster Burbank presented a total budget for the coming year of some $171,000. — "which will be balanced or exceeded in income." This was an indication of the growing scope of the School's operations.

So much was going on that it seemed imperative to devise a means for better handling of the School's business. Therefore, it was voted: "That the Executive Committee function with full power for the Board of Trustees in respect to acting for the Board between meetings." The Executive Committee was voted as consisting of the President, Secretary, Treasurer, and Headmaster.

During the summer the Planning Committee and Finance Committee were busy along with Messrs. Wakeley and Holbrook in completing plans for the new building which would

conform with the money objective. The Treasury had some $30,000. — available; $70,000. — would have to be collected in the form of capital gifts, leaving about $100,000. — as a loan toward erecting this new edifice.

Mr. Ira Wallach, son-in-law of the late Mr. Gottesman, made a timely gift of $25,000, which with his previous $20,000, made his estate gift for Cardigan's new construction total $45,000. He seemed indeed to be a worthy successor to his father-in-law, a great benefactor of our School.

$10,000 was received from Mr. Elbert H. Neese of Beloit, Wisconsin, one of Cardigan's best friends.

Mr. Herbert M. Kieckhefer gave Cardigan 80 shares of Weyerhaeuser Timber Company stock. In this connection it is interesting to note that his grandnephew attended our summer school and later enrolled in the regular session starting September 22nd, '57. All of this started by the interest created in Cardigan by John Hinman when Mr. Kieckhefer's early financial contributions had to be used for operating expenses.

Another indication of high level recognition was evidenced by enrollment of boys in our summer school recommended from Andover and Deerfield.

The Year

September 1957 through August 1958

Congratulations were extended to Headmaster Burbank for a record fall enrollment of 90 boys. This number taxed our accommodations and necessitated a larger number of rejections than ever before. To make this picture complete the requirements for admission were higher than any previously stipulated.

Trustees and Corporation Members arrived at the Cardigan Mountain School, October 4th, 1957 only to learn of President Hinman's hospitalization from pneumonia. The regret of all was the more because "Hap" had had to stand before these men many times with little but financial woes to report whereas on this day there was nothing but solid progress to report on all sides. Vice President Walker Wiggin became the presiding officer. In this capacity he was entirely at ease and for good reasons. Walker was a former Speaker of the New Hampshire House of Representatives; also, he was president of the 1956 New Hampshire Constitutional Convention. With this background, along with his natural sense of humor, there is little wonder that these sessions were handled expeditiously. Almost his first act was that of entertaining a motion toward sending President "Hap" Hinman the regrets of all for his absence, and wishing him a speedy recovery.

The Treasurer's report covering a wide range of financial details having to do with construction and planning showed for the second year a surplus, this time over $11,000. The summer school had been successful with an enrollment of 41 boys. The winter enrollment stood at capacity with 84 boys in residence and 4 day pupils. For the first time the Trustees voted to establish depreciation accounts for buildings, furnishings and equipment. An increase in tution was voted from $1750 to $1850, beginning with the 1958–1959 school year. Summer School tution was to remain at $550.

It was voted to honor two Corporation Members whose loyalties and many contributions to the School had brought it distinction: the new scholastic center would be known as Hop-

kins Hall, in honor of Ernest Martin Hopkins; the athletic field, one of the best among New England's Secondary Schools, and which was financed through the generosity of Charles E. Cotting, would be known as Cotting Field.

One of the cultural objectives for the coming year would be that of strengthening the School Library under the able direction of Mrs. Roland Burbank.

Mr. Wiggin suggested that gifts of major size be listed in the annual financial report. Mr. Sidney Hayward supported the plan with the further suggestion all gifts of $100 and over carry the name of the donor, or the donor to remain anonymous if he or she so desired; also groupings of all other gifts for listing in the report as from parents, alumni, friends. This was so moved and voted.

The Minutes of these meetings show that "cordial approval was expressed for the splendid job being done at the School." The Secretary was asked by Mr. Wiggin to pass on to the Headmaster and faculty this expression of appreciation.

The School was the beneficiary of a gift of $1,000 from the Gile family in memory of the late Arch Gile well known and beloved in Dartmouth and Hanover, N. H. circles.

The Christmas Holidays saw 90 boys leaving for their vacations. This represented another peak in school enrollment at Cardigan. One could almost feel the air charged around the Cardigan Campus with thoughts of building another dormitory. During the years when it seemed impossible to enroll 35 young students, any prognosticated figure but represented another peak as a new goal to be attained. Now with the momentum engendered by our new Headmaster, "Ro" Burbank, the embarrassment lay in having to reject worthy applicants. Were one to question diligently enough he could learn, within a few feet either way, where the new dormitory would be placed!

The Planning Committee whose function it was to have short and long range programs drawn up was having a bit of a time since their long range plans were treading the path of diminishing returns. One more dormitory would bring the capability for enrolling 120 boys. What would happen then? Would the dining facilities be adequate? Would class-rooms be of sufficient size and number to comfortably contain the

Ski group on approach to ski jump

One of smaller class-rooms for especial groups in Hopkins Hall

Brewster Hall

Hinman Hall

Clark-Morgan Hall

Hopkins Hall, housing Recitation Rooms, Library and Administrative Offices (Cardigan Mountain in background)

Cotting Athletic Field

French Hall — Dormitory. Newly completed, June 2, 1960

larger groups? These were things to think about now for they would surely be up for discussion at the Boston Meeting in the Spring.

The School Administration was poised as if for another sprint forward. There was the Executive Committee in a standby with Trustee powers; the Building Committee clearing up the final touches on the new Hopkins Hall, along with Clark-Morgan's periodic change-over; and the afore-mentioned Planning Committee. Above, around and beneath all this was the restive spirit of President "Hap" Hinman who made no bones of his theory to get everything moving while the going was good. Paraphrasing a popular song, by June things would be "busting out all over!"

Looking over his year-end mail "Hap" found the following interesting tokens of school loyalties:

65 shrs. of International Paper Stock from John Hinman
$ 100.— from Frank Sulloway
100.— from Robert C. Hopkins
200.— from Jerald B. Newton
3,000.— from Edward S. French
1,000.— from Harold P. Hinman
5,000.— from Robert W. Stoddard
4,973.29 from Horace E. Davenport, a parent happy over his son's progress, made gift through Headmaster Burbank.
3,000.— from Lindsay Trust for Scholarships
4,174.50 from Charlie Cotting to complete Cotting Field including two baseball diamonds (1 large, 1 small). One football gridiron. Four tennis courts.

Hardly had "Ro" and "Connie" Burbank got their second wind before the boys were back for the winter term and the process of education became once again the enterprise of a devoted faculty. Unfortunate indeed is the lack of information about Cardigan's faculties in this short historical story. There have been indications that our members of the teaching fraternity were doing superlative feats as evidenced by the letters from grateful parents. Graduates of Cardigan have been cited by schools to which they have gone as among the best prepared for continuing schedules of education. The

comparative few who have had time to complete their college education have done further credit to our School. This all can be rightfully traced to the day-in and day-out training by our faculty members. As President Hinman was to say: we "wish to give commendation and admiration to Cardigan's faculty . . . a group of competent men and women who are devoting their lives to the finest of all professions, that of shaping our future citizens that they may preserve and develop all that is good in the American form of living." May we join in this salute to these dedicated men and women to whom the Cardigan family is indebted.

To one who could drop in unannounced, to say nothing of being unexpected, the reward was great. While he might swear he never again would impose himself so brazenly on a hard-working group of people, never-the-less, he could feel he had seen Cardigan Mountain School operating in a normal way. Walking on down the Campus road his general impression might be that the school was closed but suddenly boys appeared from all sides converging on the entrance to the Dining Hall for it was lunch time. There was an indefinable atmosphere of discipline which was refreshing. Every boy, and what a fine lot they were, was well clothed and had coats and tie on. Each, with hair well combed, went to his appointed table and there stood until the Headmaster took his seat. The contrast from the few moments of utter silence to the din of continued conversations, which had been interrupted, defies description. You were then introduced to the eight boys seated at a round table where no one was too separated from another to enter into easy chat. Without delay you were waited on by white coated boys whose assignment that week was to be purveyors of tasty food from Clancy's well organized kitchen. The boys on each side of you were responsive to questions as to what part of the world they came from. You had, indeed, reason enough to ask, and a quickening desire to reach each boy for they were articulate youngsters. There were in this particular group two from widely separated parts of our fast shrinking earth; one, a Japanese boy, whom we later learned had been elected by the boys themselves as "School Leader" or head of the School Government. The other was a dusky lad with flashing eyes and a winning smile whose home is in

Liberia where his father is Minister of Health. The luncheon over, you left feeling spiritually and physically well nourished; for you it was an event to long remember, for the boys just another meal to tide them over until the next one.

Later you asked Headmaster Burbank about this school government whose "Leader" you had been privileged to lunch with. This was, he said, about the best way he knew of getting across to the boys the fundamentals of democracy. The boys took the elections seriously and their subsequent responsibilities equally so. The discipline was all the better observed because it was administered by their own kind. This onus to a large degree was removed from the faculty members who could the better concentrate on teaching and advising.

The more you talked with "Ro" Burbank the greater became your enthusiasm for Cardigan Mountain School which he was building toward greatness. He re-emphasized QUALITY as an ingredient which he hoped might become so strong a part of the total school compound as to strongly affect the whole flavor of it. His sincerity of purpose was infectious; one wanted to help. This is best defined as leadership.

The Members of the Corporation of Cardigan Mountain School and Board of Trustees were, to all intents and purposes, invited by Edward S. French, better known as "Ned" French, to be his guests on May 2nd, 1958 at the Algonquin Club, Boston, Massachusetts. Some eighteen guests accepted the invitation and showed up in person.

No history of Cardigan would be complete that did not call attention to the fact that similar invitations have been issued each year, for a total of 14 years, thanks to the beneficence of this genial and strong supporter of the School. It will be recalled that a facetious resolution had been offered by Bob Stoddard thanking Ned French for all past and all future invitations to the Algonquin Club. Bob reflects the feelings of all now when he says Ned has been so consistent in his hospitality as to dull the humor of his original resolution. The author has wished each year there might be some novel way of registering the feelings of one and all toward Ned's generosity. Maybe the writing of the School's history is a means toward this end. May posterity note well Cardigan's indebtedness to this man.

The Board of Trustees sat down to lunch on this day of May

2nd with a full afternoon schedule ahead. The first item on the agenda was a discussion of the building of a new dormitory. As was predicted President Hinman felt we must maintain our momentum and "press every effort to get the plant we want." The natural question was how big a plant did we want?

"Hap" Hinman admitted frankly he did not know to what size the school might develop. "It should be a small school," he added, "but the future of education is uncertain and nobody knows the ultimate answer." He argued without fear of contradiction that "income producing facilities must be in proportion to and ahead of income consuming facilities, unless someone can raise an endowment to carry a deficit."

Construction on Hopkins Hall would be finished and the building ready for use for the summer school. Clark-Morgan which was being converted into a dormitory would be ready for occupancy by September 1st. Cotting Field, long a temptation to itching feet would be available. Its level and green expanse was already beautiful to behold.

Lesser acquisitions such as a stand-by generator was voted on, as well as more kitchenettes for faculty suites. The latter had already proven, where installed, a boon to faculty morale. Dormitory suites became homes. No longer were its occupants dependent on the school dining hall for nourishment. The entertaining of boys by faculty supervisors became less strained. What youthful barrier can hold out against an evening snack!

Joy of joys for a long suffering President and Board of Trustees . . . the Treasurer's report showed the school was having another good financial year with an operating surplus in the offing of some $20,000. — Such news was electrifying. One and all well knew that Jerry Newton with his sharply turned pencil was not padding the books! No longer was the smoking fraternity exuding jerky puffs nor were discriminating sitters roaming about for more comfortable chairs. The governing body was relaxed and eagerly awaited the Headmaster's Report. President Hinman moved on to this part of the program with the composure of a professional presiding officer.

Headmaster Burbank's first remark was: "It is an excellent year — my heart sings." He expanded on this feeling by enumerating the following points:

1. The boys were of superior quality, ability and spirit, and were well behaved.
2. A better faculty which was functioning more effectively.
3. He expressed his agreement with the Treasurer "that finances are going well."
4. Enrollment was "more than I had hoped" for, and with becoming conservatism and modesty added "and possibly more than we can hope for in future years."
5. He was planning for an enrollment of some 60 boys in the summer school and a capacity plant enrollment for the fall.
6. Dedication of Hopkins Hall and Cotting Field he felt should have a maximum impact upon the student body during the dedication ceremonies this fall; and at the Northern New England Headmasters' meeting in October for which Cardigan Mountain School will be host.
7. Most of the Cardigan Graduates-to-be are already entered in accredited preparatory schools.

On the subject of "maintenance" he felt "we are beginning to do a better job." He added that he was "pleased but not satisfied."

1. The barn and associated buildings need repair.
2. "Tontine Mill" is used increasingly for shop work and will need repairs.
3. Clancy's House is in the process of repair. More work needs to be done.
4. An investigation of the dam (controlled by the School) and possible damage to lower riparian owners, for which the school might be held responsible, in case of a break, "is being investigated."

Quoting from the "Minutes" which, in the absence of Sid Hayward, who was tied down with Dartmouth Alumni Counsel Meetings, were fully composed by Jerry Newton:

"Headmaster Burbank called a particular problem to the attention of the Trustees which stemmed from

> the rapid growth of the Cardigan Mountain School He pointed out how other phases of school administration tend to suffer. He mentioned the strain of continued growth upon the administrative staff and faculty."

One important item showing increasing interest by parents in the School was their support of the Annual Fund. In 1957 the total financial contributions amounted to $1,800. As of April 30th, 1958 a total of $5,600 had been given to this fund.

The Planning and Executive Committees were given a few things to ponder over, *i.e.*, a new dock was needed as well as general development of the water front; a re-arrangement of the kitchen was soon required to provide for increased load. Storage, dish washing, refrigeration and administration spaces, as well as athletic rooms with showers and lockers for visiting teams were necessary.

As a continuation of discussions held during the afternoon Trustees' Meeting, the evening meeting of the Corporation Members heard President Hinman review the need for a new dormitory, and his suggested timetable:

1. Plans for the dormitory to be presented at the 1958 fall meeting.
2. Start of construction by June 1959.
3. Plan for occupancy for Sept. 1960.

The program was unanimously approved.

The Planning and Building Committee was instructed to consider plans for a recreational center (enclosed) to include a gymnasium; and greater waterfront facilities.

Just before adjournment Members of the Corporation joined the Board of Trustees in a motion made by John Hinman, seconded by E. S. French and adopted by all:

> "Be it resolved that the Board of Trustees and Members of the Corporation of the Cardigan Mountain School extend to Mr. and Mrs. Roland W. Burbank their appreciation for the outstanding efforts and leadership which are being given . . . to the school . . ."

Following this formal meeting in Boston of Corporation and Trustee members an interim Trustee Executive Committee Meeting was held on July 29th, 1958 in Canaan, New Hampshire. "It was voted to accept a significant gift of property the details of which are not available at this time because of legalities. Enough is known however to be assured that Cardigan will benefit handsomely.

Reprise

One day of indescribable beauty, up on the Point, in the early summer of 1945, Hap Hinman and the author were seated with backs against a venerable maple tree, chewing snatched ends of tall grass about us, and watching white cumulus clouds drift lazily across the bluest of skies. Cardigan Mountain seemed so near as to almost rise out of the crystal lake, the surface of which lay undisturbed. There is no recollection of weighty discussions. Many subjects were touched on: business, retirement, boys, life, and death. It is on occasions such as this, and they occur too infrequently, you subconsciously appraise another.

On October 3rd, 1958 President "Hap" Hinman approached the podium in the auditorium in Hinman Hall to initiate dedicatory exercises for two great additions to the Cardigan Mountain School plant. This, to one always embarrassed by emotion, was one of those strange moments. It was a flashback to that other beautiful day when one learned of another's successes, his disappointments, his joys, sorrows, and hopes. There he stood, the conqueror of much, and the soul of this — his school. He had always wanted to be associated with boys as he had said fifteen years ago. Now, on this day 104 of them were looking up to him.

It was a great day, one way or another, for everyone up on the Point.

The Year

September 1958 through August 1959

The Annual Meetings of Trustees and Corporation Members were held on October 3rd, 1958, the most important event being the Dedications of two great additions to the School. At the Exercises President Hinman said:

> "Rarely is an independent school blessed with the joint Dedication of two material facilities that contain the depth of worth which our new scholastic center and athletic area, each impressively in its own right, possess for effective development of Cardigan."

It was also rare that so pleasant a day coincided with such exercises. President Hinman introduced the principals after briefly reviewing the aims and progress of the School, saying:

> "Today we are here to dedicate material assets of our School . . . to honor two long-time, stalwart Members of our Corporation . . . men who have met faithfully and well their Cardigan responsibilities:
>
> "Ernest Martin Hopkins (rising) . . . to you we dedicate our splendid new scholastic center . . . to be known into endless future as Hopkins Hall . . . with these words graven in lasting Bronze:
>
> "Hopkins Hall"
>
> "From its earliest beginnings when his courage, wisdom and vision were most needed, Ernest Martin Hopkins has proclaimed confidence in the future of Cardigan Mountain School and given warmhearted participation and talented guidance to its affairs. A giant among educators, President of Dartmouth College for 29 years and a source of enduring strength to this school as a charter member of the

Cardigan Corporation. This scholastic center stands in tribute to his faith in American youth.

1958

"CHARLES EDWARD COTTING (rising) — to you we dedicate the magnificent playing fields and tennis courts which you so generously gave to Cardigan — to be known for all future time as *Cotting Athletic Field* with this inscription molded in enduring bronze:

"COTTING ATHLETIC FIELD"

"Generously supporting the Cardigan Mountain School objective of a sound mind in a strong body Charles Edward Cotting, Graduate of Harvard, a business leader in Boston, a devoted member of this school's governing board, has long given distinguished service and strength to hospitals, children's welfare organizations, Boy Scouts of America and other high causes. His encouragement of Cardigan outdoor sports is here recorded with gratitude.

1958

"Messrs. Hopkins and Cotting received enthusiastic and warm applause in sincere tribute.

"Interestingly, it was Cardigan's valued privilege to dedicate the first building, the first educational facilities ever named in honor of Ernest M. Hopkins and Charles E. Cotting — two as fine and worthy gentlemen as ever affiliated with any college or school."

The Bulletin further reports: "Broached in early December by Headmaster Burbank, discussed by your officers, voted unanimously by the Trustees, the School tuition will be raised from $1,850 to $2,000 for the next school year of 1959–60.

"Cardigan's present $1,850 is considerably lower than the $2,000 plus median charges of other schools — in each of last 3 years Cardigan has been able to increase both tuition and

enrollment — the Fall of 1959 should be an opportune time because no further numerical growth is possible until the new dormitory is built."

At the Annual Spring Meetings held by the Trustees and Corporation Members May 1st, 1959 none other than the afore-honored Ned French was host to all at the Algonquin Club in Boston. Another high attendance was noted as some eighteen important citizens gathered from Connecticut, Maine, Massachusetts, New Hampshire, New York and Vermont to hear and pass on plans completed and those scheduled for the future. Clancy and Fifield Houses had been put in first class condition. Enrollment for the Summer School and the fall term looked good. Tuition for the formal school year was increased from $1850 to $2,000. The Trustees voted to carry $50,300 fire insurance on the property in Maine, $10,000 on contents, and to increase liability insurance thereon $100,000 — $500,000.

There was an interesting bit of financing carried to completion by Trustee J. Walker Wiggin at the request of President Hinman who wished additional monies to assure the completion of a new dormitory. At this spring meeting of the Trustees it was voted to authorize the President and Treasurer to raise $100,000 — for the new building. Through a participation loan by the Amoskeag Savings Bank of Manchester, N. H., the Concord Savings Banks of Concord, N. H., and the Siwooganock Guaranty Savings Bank of Lancaster, N. H. the aforementioned monies were made available. Trustee Frank J. Sulloway had played a helpful and important role in these negotiations. Once again the team play of the Trustees ably directed by President Hinman gained much for the continued growth of the School.

The perennial needs of the school at this particular time were varied and included new work on an old cow barn, further additions to the school shop, enlarging the kitchen. A building to include locker rooms for home and visiting teams, showers, etc. loomed up as an immediate necessity as we learned of the present lack of facilities. A central incinerator for the entire school costing in the neighborhood of $3,000 was also submitted. New sidewalks and a recommended purchase of land on "the Pinnacle" for a better ski tow were

listed for consideration. The Executive Committee was authorized "to proceed with any of these projects as in its judgment seemed prudent."

Replacement reserves amounting to $9,500 were voted for use in reducing mortgage indebtedness. Teachers' salaries for the coming summer and fall terms were presented.

Cardigan's Third Annual Fund contributed to by parents, friends, students and alumni amounted to $9,200 including two gifts of, first, an anonymous contribution of $3,000 for a new ski jump; secondly, $2,328.02 from the Frank S. Fifield Estate.

The growth of Cardigan Mountain School was shown by President Hinman's report during a general discussion of finances, that the operating income had increased from $30,000 in the first year 1945–'46 to some $259,585 during 1958–'59. This latter sum plus construction expenditures "made the flow of cash (for this latter year) considerably better than $400,000."

At the recommendation of the Corporation the Trustees voted the creation of a Finance Committee which shall have full authorization to act in all matters relating to investment of funds. According to By-Laws the President and Treasurer automatically became members of this committee. The other appointed members who consented to serve were E. S. French, Charles E. Cotting and Vice President J. Walker Wiggin; an impressive finance group.

The school is again indebted to John Hinman for the gift of 100 shares of International Paper Company stock; also, another timely and much appreciated remembrance of $1,000 from Elbert H. Neese. Mr. and Mrs. Neese's continued interest in Cardigan goes back to the early days, and their financial help over the years has been substantial as the reader will recall.

Indeed the school continues to prosper. The administration of the school under the guidance of Headmaster Burbank is doing an excellent job. The dormitories are filled with a total of 104 boys, and fine boys are they. The new dormitory will take the pressure off of "doubling up" in some rooms of the present set-up and will enable the school to add some 20 boys to its enrollment after September 1960.

The faculty has enlarged and is giving more than ever an

enlightened interest in the boys far beyond the formal curricular schedule. How far the appreciation for all this goes is proven in a recent letter received from a mother of one of the boys. She writes: "We certainly have the faculty to thank for his improvement. There must be a wonderful spirit of cooperation among the teachers to enable this to be accomplished. . . ."

The Year

September 1959 through January 1960

Any attempt to end this history as of a definite date is comparable to the idea King Canute, of fable fame, had of holding back the ocean's tide. A story of the first decade of Cardigan Mountain School originally seemed to be a tidy span of years to cover; but before we had hardly started toward this goal a tide of events swept on necessitating a completely new perspective. No longer were we "wishing on a star" while reviewing the even flow of the curriculam, for suddenly the school gained material stature with accompanying development in student numbers and quality of same. This we have reviewed; but even as the type is being set for the publication now of this history of the first fifteen years, as against the first decade, events transpire which must be recorded if for no other reason than to prove the increasing vitality of this school.

The building of a new dormitory to house twenty additional boys had been authorized over a year ago. It now stands as a reality, all but ready for occupancy by June 1960. This new addition to Cardigan's campus will bear the name "French Hall" and inscribed in bronze will be the following citation:

> Edward Sanborn French, charter member of the Cardigan Mountain School Corporation, giver of devoted service and support to strengthening Cardigan which has grown in stature through the building named for him. A New England Yankee, born in Maine, a long-time resident of Vermont, distinguished in business as a railroad President, director of many corporations, life trustee of Dartmouth College, he has generously given his talents to good works in which this school, with deep appreciation, fully shares.

In connection with this honor to Ned French there are many of us who would add this colloquial expression: "It couldn't happen to a nicer guy"!

Cardigan Mountain School Corporation and Trustee Members, Boston, Mass., May 13th, 1960

Seated, left to right: Robert C. Hopkins, Edward S. French, Charles E. Cotting, President Harold P. Hinman, Ernest M. Hopkins, Robert W. Stoddard, Harvey P. Hood. Standing, left to right: Roland W. Burbank, Headmaster, Jerald B. Newton, Frank J. Sulloway, Frank M. Morgan, John H. Hinman, William R. Brewster, J. Walter Wiggin, Robert S. Gillette, Justin M. Smith, Dr. Crawford H. Hinman.

Dining Hall with historic wing at left of Clark Morgan Hall

As the Trustees gathered for the Annual Meeting on Friday, October 9th, 1959, there were reports covering matters of importance to the future of Cardigan but none were discussed more than the broad subject of financing. The question of whether capital outlay had not reached its zenith, and should we not amortize our indebtedness faster, opened up lively debate. One answered to the effect we already were meeting our obligations faster than requirements demanded. Another felt that standing still meant falling backward and Cardigan had gotten up a momentum which should be allowed to carry on.

The matter relating to the powers of the Finance Committee were eventually interpreted, on advice of Counsel, as being broad since originally none were specified.

Much was left, as usual, to "prudent" answers by the Trustees' Executive Committee of questions which, at the time, the Trustees as a whole were in no position to act upon.

In the evening, and after a good meal cooked and served under Clancy's able direction, Members of the Corporation joined with the Trustees to pass on whatever wisdom might have come out of the afternoon meeting.

The summary of the Treasurer's report and the general progress report of the school as given by our capable Headmaster met with unanimous approval.

The Cardigan Mountain School was doing well. This was possibly more appreciated by those attending the annual and semi-annual meetings than by the real workers living with the school day in and day out.

In a Bulletin under date of January 30th, 1960 President Harold P. Hinman ushers in the new calendar year with great news of material worth given to the school by its ever loyal supporters. He writes as follows:

> "Since the last published list these gifts were received in the following order:
>
> | | |
> |---|---|
> | Edward S. French | $3,864.57 |
> | Gottesman Foundation, one third of pledge | 8,500.00 |
> | Hugh Chisholm (since deceased) obtained by John Hinman | 823.06 |
> | Frank J. Sulloway | 100. |

Charles E. Cotting	750.
Dr. Crawford H. Hinman	100.
Robert W. Stoddard	4,000.
John B. Kenerson	100.
Harvey P. Hood	5,000.
Jerald B. Newton	250.
Harold P. Hinman	600.
John Hinman (toward new home for Asst. Headmaster)	17,000."

> "No better evidence of the powers of wholesome cooperation can be witnessed than the creation and growth of Cardigan Mountain School . . . by a group of dedicated men who believe in an ideal, and its development into an accomplished fact . . . for the benefit of American youth."

This particular gift of John Hinman is especially significant since it represents the first and important step toward faculty housing. The competition for capable faculty members will be increasingly keen. Through John's farsightedness Cardigan is now launched on a program to make life more attractive for capable teachers of this and future generations.

No better proof could also be given of the growing esteem in which Cardigan Mountain School is held than the announcement just made that the Honorable Sinclair Weeks has accepted membership in the Corporation. His name was proposed by Robert W. Stoddard "with an assist from Ernest Martin Hopkins."

One should read in "Who's Who" of the active life and varied services Sinclair Weeks has given town, state, and the United States of America to appreciate the background of prestige which now is added to the considerable amount the school already enjoys.

Sinclair Weeks graduated from Harvard in 1914 . . . served on the Mexican border and later in France with the 26th Division in the First World War. He entered banking, later went into the metal industry. Subsequently he became President of Reed and Barton, one of the country's most esteemed manufacturers of sterling silver and later was made Chairman

of the Board. A director of many corporations, including that of Northeastern University, he gave up all these upon becoming Secretary of Commerce and a member of President Eisenhower's cabinet from which he recently resigned after serving since 1953.

Thus this first history of Cardigan Mountain School ends on a high note.

Perhaps the highest tribute to Cardigan comes from a recent graduate who writes:

> "I have been wanting to thank you for a long time. Cardigan, to me, is the best . . . I think you are doing a wonderful job. I hope that some day my little brother will be able to go to Cardigan."

MISCELLANEA

Acknowledgements

I AM INDEBTED to so many people for varied kinds of help I hesitate to begin mentioning names for fear that inadvertently I may hurt individual feelings by failing the mention of his or hers.

My first experience (and it well may be my last) in writing a history is the comparable search one encounters in putting together a picture puzzle. It is usually the small piece which drives one to near distraction, for the whole is not complete without its smallest segment. I also found many who were innately modest as to divulging information of their contribution to the school's progress. It is in such categories I fear I may have failed to dig out pertinent and valuable bits to round out the complete story. In many cases I got through indirect methods what I couldn't learn by direct contacts. To anyone whom I may seem to have overlooked I would extend my deep apology and I might add my sincere regret. I like people too much to deliberately evade or hurt them.

To Mrs. Hopkins and to our daughter, Sylvia, and son, Bob, I owe much for their encouragement; and to my brother for his periodic reassurance.

To Harold P. Hinman, or "Hap," for loaning me his complete set of Bulletins without which any history of Cardigan Mountain School would have been barren; and for many pleasant associations.

To William R. Brewster who gave substance and authority to the early historical picture of Cardigan when he helped so actively in founding the School.

To Sidney C. Hayward who entrusted to me the original and complete "Minutes" of all Trustee, and Corporation Members meetings; and descriptive matter much of which is quoted verbatim in this history.

To John B. Kenerson for furnishing corroborating material which enabled factual reporting rather than inadmissible hearsay.

To Dick and Barbara Sawyer who took time out from a "moving" holiday in Boston to help in tying together Cardigan's early historical incidents.

To all who kindly wrote me. The unanimous response from the Trustees and Members of the Corporation was heart-warming and encouraging. Enthusiastic letters were received from Bill Everts, Ted Peach, and Bob Kimball who meant to write even fuller and more informative ones later.

To Bob McMillan who was honest about his tenure of office at Cardigan.

To Fred Larson who, in the goodness of his soul, sent me his "only copy of the brochure" which I had edited. His was illustrative of the well meaning motives of all.

To the official members of Cardigan Mountain School I can hardly sing enough praises:

"Ro" and "Connie" Burbank turned their home over to Mrs. Hopkins and myself, where I was able to spend a week of concentrated work right in the atmosphere of the School.

Mrs. Lawrence W. Talbert was, as always, helpful.

Mr. and Mrs. Norman C. Wakely saw to it that the Burbanks' refrigerator was well stocked with fresh foods upon our arrival.

Dick Clancy, Cardigan's all-time and "all-America" chef made Mrs. Hopkins' food shopping easy by attending to her every need.

Ned Smith of Canaan, New Hampshire, has one of the most complete clipping files of events in this area of the State one could imagine. He kindly turned these over to me to pick out the reported events happening over the years at Cardigan Mountain School. While much was a repetition of material already gone over, it helped to put the emphasis where it belonged in more than one instance. I appreciate Mr. Smith's interest and help in this historical endeavor.

To Henry W. Patterson of Weston, Massachusetts, one of the advertising fraternity's best copy writers before his retirement, who read this history objectively and encouraged me greatly.

Last but not least to Fred W. Davis, Vice President of the Rumford Press who went far beyond the call of duty in personally photographing most of the outdoor scenes shown here-in. His interest in Cardigan Mountain School since its earliest days, when he was so helpful in publishing the first school brochure, has been of real benefit to Cardigan and a very real help to me personally.

R. C. H.

STATE OF NEW HAMPSHIRE

OFFICE OF SECRETARY OF STATE

I, ENOCH D. FULLER, Secretary of State of the State of New Hampshire, do hereby certify that the following and hereto attached articles of agreement of

CARDIGAN SCHOOL

Canaan, N. H.

Have been recorded in Records
of Voluntary Corporations
Volume 119 page 353

IN TESTIMONY WHEREOF, I hereto set my hand and cause to be affixed the Seal of the State, at Concord, this 26th day of June A.D. 1945

/s/ ENOCH D. FULLER

Secretary of State

ARTICLES OF AGREEMENT
For Incorporation of
CARDIGAN SCHOOL

The undersigned, being persons of lawful age, hereby associate together under the provisions of Chapter 272 of the Revised Laws of New Hampshire by the following Articles of Agreement:

Article I

The name of this corporation shall be CARDIGAN SCHOOL.

Article II

The objects for which this corporation is established are:

(a) to provide non-sectarian instruction for boys and young men in literature, arts and sciences and all manner of learning,

(b) to establish in the State of New Hampshire such non-sectarian school or schools as are conducted by elementary schools, academies, junior colleges, colleges, seminaries and universities as may seem best from time to time to the trustees of the corporation,

(c) to establish, maintain and operate such school or schools without any pecuniary profit to members, trustees or officers of the corporation,

(d) to hold, purchase, convey, mortgage, lease, or exchange or otherwise acquire and deal with any real or personal property, licenses, copyrights and other rights or privileges which in the opinion of the board of trustees may be necessary or desirable for any purposes of the corporation,

(e) to make contracts, incur liabilities and borrow money from time to time on the credit of and for the use of the corporation in such manner as shall be deemed advisable and to issue notes, bonds or other evidences of indebtedness and secure the same by mortgage or deed of trust of the property and franchises of the corporation presently owned or hereafter acquired,

(f) to make such rules, regulations and by-laws and to hire such professors, instructors, officers, servants and employees as may be necessary or advisable to carry out the purposes of the corporation,

(g) the purposes or powers specified in any clause or paragraph hereinbefore contained shall be construed as purposes and powers in furtherance and not in limitation of the general powers conferred by the laws of the State of New Hampshire and the foregoing enumeration of specific purposes and powers shall in nowise limit or restrict any other purpose or power or affect any of the general powers or authority of the corporation nor shall any of them be limited or restricted by reference or inference from the terms of any other such clause or paragraph but all such purposes or powers shall be regarded as independent.

Article III

The place in which the business of the corporation is to be carried on is the Town of Canaan in the State of New Hampshire, but the corporation may carry on such part of its business as may be necessary, desirable or advantageous in other places within or without the State.

Signers	*Post Office Address*
Harold P. Hinman	Canaan, N. H.
William R. Brewster	Meriden, N. H.
John E. Foster	Montclair, N. J.
Robert C. Hopkins	Darien, Conn.
Sidney C. Hayward	Hanover, N. H.
John B. Kenerson	Cohasset, R.F.D., Mass.
James F. Woods	Winchester, Mass.
James C. Campbell	Rumford, R. I.

Recorded in Book of Records
Page 455
April 30, 1945
Harriett J. Taplin, Town Clerk, Canaan, N. H.

TREASURY DEPARTMENT

WASHINGTON 25

OFFICE OF
COMMISSIONER OF INTERNAL REVENUE

ADDRESS REPLY TO
COMMISSIONER OF INTERNAL REVENUE
AND REFER TO

IT:P:T:1
RAM

June 27, 1946

Cardigan Mountain School
c/o James F. Woods, Treasurer
60 Congress Street
Boston, Massachusetts

Gentlemen:

Reference is made to your letter dated May 14, 1946 in which you state that your bylaws have been amended to change your name from "Cardigan School" to "Cardigan Mountain School" and request a ruling as to the effect of this change upon your status for Federal income tax purposes.

Bureau ruling dated September 28, 1945 held that if the Cardigan School located at Canaan, New Hampshire, was operated in accordance with the purposes for which it was organized, it would be exempt from Federal income tax as an educational institution under the provisions of section 101 (6) of the Internal Revenue Code. Since the only change in your organization is a change of name, this ruling is applicable to you under your present name and is hereby affirmed.

The collector of internal revenue for your district is being advised of this action.

By direction of the Commissioner.

Very truly yours,

E. I. McLarney

Deputy Commissioner

Excerpts from an article published in the
Boston Herald, *August 3, 1952*

Basic Instruction, Happy Living Keystones of Cardigan School

BY HAYDN PEARSON

In one of New England's loveliest small villages is a small private school for boys from grade five through nine. It has established a national reputation for a new kind of education. Canaan Street Village, N. H., a one-street, tree-shaded community on the eastern shore of beautiful Canaan Street Lake has no store, no garage, no filling station.

Well-kept homes sit back from the street; the blue water of a spring fed lake means swimming, boating and fishing for the boys of Cardigan in the spring and fall. In winter it means skating. And the best of skiing is available in winter on snow-mantled hills.

Canaan Street Village is part of the town of Canaan, settled in 1776. It has an altitude of 1200 feet and neighbors against Hanover to the west. Cardigan Mountain School, opened in 1946, is unique in a region of the nation that has long been famous for its educational institutions.

Here, 125 miles from Boston and 18 from Hanover, men of vision, purpose and conviction have organized a school for pre-preparatory school boys that is founded on principles that develop character and good citizenship. The school, incorporated under the laws of New Hampshire, is non-profit and non-sectarian.

If you believe, as the writer does, that much of modern education, both public and private, has gone off the deep end with a poorly-conceived philosophy that leaves both pupils and teachers floundering in a morass of uncertainty, you will be heartened by the aims and working program of Cardigan.

INSTRUCTION FIRST

"We put our emphasis on basic instruction first," Harold P. Hinman, president, or "Hap" as he is called by his many

friends, said to me. "We're not old-fashioned, but we believe in reading, writing and 'rithmetic. All of us believe that the mastery of the fundamentals is essential; they are tools of life value.

"Then along with the fundamentals, we believe in happy, informal living. Each year more parents have appreciated the worth of our program. It is our conviction that honest studying, mastery of fundamentals, plus the fun of year-round good times, give Cardigan special appeal and strength. When we started the school in 1946, we believed we could fill a need in boys' lives; each year we have become more certain of our work and philosophy."

From 1926, the writer was in school work. He had five years of teaching and administrative experience in private schools; from 1934 to 1946 he was principal of a public junior high school.

His voice has been raised time and again against the philosophy that dominates too much of public education today and a philosophy that lacks aim and direction, a philosophy that does not give children a fair start in life.

You parents who read this may have wondered how your children can get into grades seven, eight and nine, and know so little of the basic fundamentals. The modern public school with its emphasis on self-expression and the over-burdening of teachers with countless details and trivia, does not give Johnny and Nancy a solid foundation.

Cardigan Mountain School was started because a group of altruistic business and professional men felt there was a place for a school where the fundamentals, plus happy living and training for citizenship, could be combined. The location in this hill country, peaceful village is ideal.

Boys take care of their own rooms, and each day they assume one of the school keeping jobs on a rotation schedule.

It is far from being all work and no play! There are dramatics, music, shop; boys are encouraged to develop hobbies. They play soccer, football, baseball and tennis. In the winter, skiing is a popular sport; there is fishing and swimming in season. Cookouts and the overnight hikes on Cardigan Mountain are a year-round feature greatly enjoyed by all the boys.

The members of the corporation have given freely of their

time and interest. They have been generous with contributions.

NOT MASS PROCESS

Dr. Hopkins, one of the Cardigan enthusiasts says: "The demand for such a school as Cardigan is obvious to one who is in touch with the situation because many families resident in our cities find conditions unsatisfactory in the public school system. Even at the expense of losing children from the family group temporarily, they nevertheless wish for a boarding school where a quiet, homelike atmosphere prevails away from impersonal urban isms and superficiality, and crowded class rooms — away from movies, television, other distractions which clog the normal channels of a boy's education and broad growth.

"Education of youth at Cardigan is not a mass or mechanical process. It is a carefully planned procedure in the very important years of life when attitudes, habits and patterns of a lifetime are being developed."

"We have 150 acres of land and a spacious home on the peninsula at the north end of the lake. It is one of the most beautiful school sites in America."

Cardigan Mountain School has proved its philosophy. In an informal atmosphere, in small classes, boys are getting the training that means mastery of fundamentals plus happy living.

"The faculty is concerned not alone with the development of the boys, talents and mental ability, but also with the development of health, character, courtesy, and other social graces. No school can fully perform its obligation to educate a boy without knowing a great deal about him as an individual. In a small school like Cardigan, each boy and master knows every other member of the school; consequently it is a closely knit community where gracious living and a feeling of helping one another prevails."

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